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Baltimore City Community College

Dr. Debra L. McCurdy
President

Board of Trustees Open Session

Mr. Kurt L. Schmoke
Chair

WEDNESDAY | APRIL 20, 2022

2901 LIBERTY HEIGHTS AVENUE | BALTIMORE, MD 21215 | 410-462-8300 | WWW.BCCC.EDU

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 1 | Approval of the April 20, 2022 Agenda

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BOARD OF TRUSTEES
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Open Session Agenda | 4:00pm April 20, 2022 (Virtual Zoom Meeting)
Meeting Link: https://bccc-edu.zoom.us/j/94185779057

I. **Call to Order** — Mr. Kurt L. Schmoke, *Chair*

Adoption of Agenda (Vote) — Mr. Kurt L. Schmoke, *Chair*
a. Approval of the April 20, 2022 Agenda

II. **Board Actions / Consent Agenda (Vote)** — Mr. Kurt L. Schmoke, *Chair*
a. March 16, 2022 Open Session Minutes
b. March 16, 2022 Closed Session Meeting Summary
c. Finance/Audit Committee Meeting April 14, 2022 Minutes
d. Student Government Association Report

III. **Items Removed from the Agenda** — Mr. Kurt L. Schmoke, *Chair*
a. AFSCME Local #1870 at BCCC Report
b. Faculty Senate Report

IV. **New Business** — Mr. Kurt L. Schmoke, *Chair*

a. **Procurement Awards over $25,000 to $99,999 (Information)**

i.	Mail Room Machine Lease Agreement ($67,754.40)	Dr. Debra L. McCurdy, President
ii.	Water Fountain Replacements ($64,687.60)	Mr. Michael Thomas, VP Workforce
iii.	IT Closets Cooling Unit Replacements ($52,000)	Ms. Anna Lansaw, Dir. of Procurement
iv.	2nd and 3rd South Pavilion/Carpet Replacement ($93,944)	Ms. Katherine Dixon, Asst. VP Facilities
v.	Promotional Items for Radio Subscribers ($31,489)	
vi.	Nursing Aid Assessments and Testing Tool ($49,755)	
vii.	2nd and 3rd Floor South Pavilion/Tile Replacement ($32,610)	

b. **Approval Requests (Vote)** — Mr. Kurt L. Schmoke, *Chair*

i.	Vector Media: CUBE & Bus Signage ($111,255)	Dr. Debra L. McCurdy, *President*
ii.	LSB Fire Alarm Upgrade ($360,050)	Mr. Michael Thomas, VP Workforce
		Ms. Anna Lansaw, Dir. of Procurement
		Ms. Katherine Dixon, Asst. VP Facilities

V. **College Policies (Tab 8)** — Mr. Kurt L. Schmoke, *Chair*
a. None

VI. **Presentations** a. Office of Legislative Services Audits i. 2013 – 2016 ii. 2016 – 2020	Mr. Kurt L. Schmoke, *Chair* Dr. Debra L. McCurdy, *President* Ms. Lyllis Green, *Chief Internal Auditor*
b. Enrollment Report	Dr. Debra McCurdy, *President* Ms. Becky Burrell, *VP Institutional Effectiveness* Ms. Eileen Hawkins, *Dir. Institutional Research*
c. Enterprise Resource Planning (ERP) Update	Dr. Debra McCurdy, *President* Mr. Michael Rading, *Chief Information Officer*
VII. **President's Report** a. Operational b. Realignment	Dr. Debra McCurdy, *President*
VIII. **Active Search Listing**	Mr. Kurt L. Schmoke, *Chair*
IX. **Motion for Adjournment (Vote)**	Mr. Kurt L. Schmoke, *Chair*

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BOARD ACTIONS / CONSENT AGENDA

TAB 2 | March 16, 2022 Minutes
TAB 2 | Closed Session Meeting Summary
TAB 2 | Finance/Audit Committee Meeting April 14, 2022 Minutes
TAB 3 | Student Government Association

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TAB 2 | March 16, 2022 Minutes
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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | 4:00pm March 16, 2022 (Virtual Zoom Meeting)

Board Members Present: Chair Kurt L. Schmoke, Mr. J. C. Weiss, III, Dr. John Brothers, Ms. Leonor Tannhauser Blum, Mr. Oluwafemi Toriola, Ms. Leila Parker, and Mr. Jason Perkins Cohen.

Absent: Dr. Rachel Pfeifer, Mr. John Lewis

Also Present: Dr. Debra McCurdy, President

I. **Call to Order**

Chair Kurt L. Schmoke called the Open Session of the Board of Trustees to order at 4:05pm.

Adoption of Agenda
Chair Schmoke asked for a motion to adopt the February 16, 2022, Agenda. Trustee Brothers moved to adopt the Agenda and Trustee Weiss seconded it. There were no objections, and the Agenda was adopted.

II. **Board Actions / Consent Agenda**

Chair Schmoke noted, before having the Trustees to vote on the Consent Agenda, as included in the minutes for the Closed session, there will be a review of our committee structure. As was noted in the minutes any other committees would be Ad Hoc until the bylaws are changed, but we will move ahead with the current committees.

a. February 16, 2022, Open Session Minutes
b. Closed Session Meeting Summary
c. Finance Committee Meeting March 10, 2022, Minutes
d. Student Government Association Report

Chair Schmoke asked for a motion to approve the Consent Agenda. Trustee Brothers moved to adopt the Consent Agenda and Trustee Weiss seconded it. There were objections, and the Consent Agenda was adopted.

III. **Items Removed from the Agenda**

a. AFSCME Local #1870 at BCCC Report
b. Faculty Senate Report

IV. **New Business**

a. Cybersecurity Digital Forensics Program

Dr. McCurdy reported that the Board would begin to see changes brought forward for some courses; more importantly, there will be programs recommended for change. These initiatives will come before the College's review process before being recommended Board approval. She asked Vice President

Jones to present the Cybersecurity Forensic Degree Program and Certificate for Board consideration and approval.

i. AAS Degree
ii. Certificate

The Cybersecurity and Assurance Program will teach students how to build and monitor security systems for companies and organizations. In the Digital Forensics Program students will learn to break the security systems and back track through the systems to identify anyone attempting to penetrate a security system.

This program came about when Dr. Holland was awarded a $300,000 NASA capacity building grant (Cybersecurity Education Programs) to increase access for students at HBCUs and minority serving institutions. A part of the grant, over $42,000, will be awarded for scholarships to students who enter the program. The new program is comprised of ten courses; Vice President Jones provided an overview of each course.

Students can obtain an AAS Degree or a Certificate which allows them timely entry into the job market. Entry level salaries approximate $60,000 a year. Nationally there is a need for employees with a cybersecurity background. It is anticipated that twenty-two students will enroll in the fall semester and the number will continue to grow. Cohorts can begin in the fall and spring. There is no program accreditation cap.

Trustee Toriola asked if the courses have lab hours attached and will the labs be on campus or virtual. Dr. Jones responded that students will work on a closed caption network and labs will be on campus and will have virtual simulations.

Trustee Cohen asked if there is any assistance for students in getting jobs. Dr. Jones responded that internships are available with corporate partners and with the Workforce and Employment Development Office. The Capstone Program allows students to have access to jobs as well.

Chair Schmoke asked whether the courses would be taught by existing faculty and transferable to four-year institutions. Dr. Jones responded that there are two well qualified faculty at BCCC, and their schedule will allow them to teach the courses and the credits are transferable. The Program Chair, Dr. Holland is looking at the curriculum and looking at the BCCC four-year partner institutions. Once the Cybersecurity Program is approved, we can work on an Articulation Agreement with the University of Baltimore (Criminal Justice, Cybersecurity, and Digital Forensics).

Chair Schmoke also asked about a delay in implementing the program since Dr. Holland received this grant some time ago. Dr. Jones responded there were steps to building the program. Also, money is in place to admit and provide scholarships for the students. Chair Schmoke would like an update regarding the number of students placed in jobs after the completion of the Program.

Chair Schmoke asked for a motion to approve the Cybersecurity Digital Forensics Program. Trustee Tannhauser Blum moved to approve; Trustee Brothers seconded it. There were no objections, and the Cybersecurity Digital Forensics Program was approved.

b. Finance Committee March 10, 2022

Dr. McCurdy reported that this information is a result of the work of the Finance Committee and there are no initiatives or procurements that need approval. The Board will continue to receive the procurement procedures as procurements are presented for approval and to see how institutional

monies are expended. Ms. Anna Lansaw, Director of Procurement reported that two of the procurements will be coming to the Board for approval in April 2022 and the Board eventually will see more of the awards rather than notifications of pre-approvals. Dr. McCurdy stated that these are all a part of the Facilities Master Plan and are what gives the College credibility.

i. Notification of Procurements (Section 1.1.4.2)

ii. Procurements over $25,000 to $99,999

- Main Building Duct Work Cleaning ($49,000)
- Floorcare Equipment Replacements ($43,360)
- Student Services Wing Door Repair ($46,000)
- Carpet Replacement ($93,944)
- LSB Skylight Repair ($26,000)
- SP Stairwell Rubber Flooring ($32,610)
- Mail Room Machine Lease Agreement ($67,754.40)
- Promotional Items for Radio Subscribers ($31,489)

Chair Schmoke reminded the Trustees that the Finance Committee will review these matters prior to the Board of Trustees meetings.

Trustee Weiss commented that it is exciting to watch all this work get started, some maintenance and some image, such as the loop road, exterior building improvements and the Bard building demolition. He indicated the opportunity for the College to think longer term strategically, specifically toward a PR campaign that weaves in these incredible changes. Dr. McCurdy indicated that with some of the major work now in progress, we would begin to look at community relations.

Dr. McCurdy stated that improvements change the face of the institution and remove the critical element that the institution has been subjected to. We will be leaning on the Board to support us when we are pushing the Legislature to provide additional funding that needs to be appropriated to this institution

iii. Forthcoming Approval Requests

- Vector Media: CUBE & BUS Signage ($111,255)
- Exterior Door Replacement ($160,000)

V. **College Policies**

a. None

VI. **Presentations**

a. Enrollment Report

Vice President Becky Burrell introduced Ms. Eileen Hawkins, Institutional Research Director to share the statistical enrollment data.

- Completed all enrollment for the Spring term; the16, 14, 12, 10 A1 A2 sessions
- Shared a slide presentation reflecting five years of trend data for Spring 2022 Credit Headcount Enrollment as of March 15, 2022. Every semester the Maryland Institution of Higher Education submits enrollment files to the Maryland Higher Education Commission. For Spring 2018 – Spring 2021 the final number submitted was just over 4,000. In 2019, the number of students

remained the same and in 2020 to Spring 2021 experienced a decline due to Mayor's Scholars Cohorts and COVID-19. Spring 2020 3,713 to Spring 2022 – 3,014, a 15.2% decline.

- Institutional Research prepares regular updates, looking at various characteristics such as entry status, gender, ethnic background, state residence status, tuition status and academic goals. A range of subpopulations saw declines from Spring 2021 – 2022 (Allegany, Anne Arundel, Baltimore City, Baltimore County, Carroll, Cecil, Chesapeake, Frederick, Garrett, Montgomery, except for Howard).

Enrollment Strategies

Vice President Burrell addressed enrollment projections for this upcoming summer and fall.

Admissions/Financial Aid/ Records & Registration/Enterprise Resource Planning
-Quick admit, form stack to CRM Recruit
-Degree works (automated Audit system)

- Academic Calendar Development
  -Summer 2022 and Fall 2022
  -Three-year calendar
- Recruitment by zip codes and territory
  -Hiring two new recruiters. Ms. Sheila Alvelo and Jordan Lyles are currently going out to various schools and organizations.
- Special populations (TRIO, International, Veterans)
- Aligning Baltimore City Public School System Recruitment Planning (Athletics)
- Continuing the Dual Enrollment Program
- Continuing the Mayor's Scholars Program Summer Bridge and 2022-2023 programs
- Coordinate with the Admissions' Workforce Development and Continuing Education Pathway
- Revitalizing the Advising Model with faculty
  -Hiring two new advisors
- Revamping the Early Alert System
- Communication Planning (e.g., health/wellness, Disability Support Services, activities)

Chair Schmoke asked whether communication going out to the students who register for fall 2022 will be in Banner.

Chair Schmoke also asked for Vice President Burrell to elaborate on the Mayor's Scholars Program's new Director's background/role. Dr. McCurdy answered that the Director's name is Aries Reed Coleman, and she came to BCCC in 2021 with a number of years of Admissions experience from Morgan State. She will interface with Baltimore City Public Schools and the surrounding community to recruit students. Also she interfaces with other units at the College to support the students. There are approximately 400 students in the program, not just from Baltimore City. The Mayor's Scholars Program (MSP) model changed so that it would not be operationally separate, but integrated into BCCC functions. For example, students can access a BCCC advisor and not just a specific MSP advisor.

Trustee Toriola questioned the ratio of students to advisors. Vice President Burrell stated this will be given consideration in addition to the new hires recently made. Dr. McCurdy added that the number is not reflective of advisors who are in specific areas such as Veteran's Affairs, Admissions, and the International offices.

Trustee Tannhauser Blum asked how aggressive the follow up was with students who drop out of school. Dr. McCurdy responded that the oversight for Near Completers has transitioned to a new area

and in the past the outreach had not been aggressive. One Step Away Grants can be used to entice students to return to the College.

Action: At the next Board meeting, a summary can be provided regarding Near Completers.

b. Enterprise Resource Planning (ERP) Update

Mr. Michael Rading, Chief Information Officer, presented on the Enterprise Resource Planning Project (ERP) status.

- The College maintains a green status from the State Department of Information Technology (DoIT).
- Meeting of the project team
- ERP 2022 Project Timeline
  - Financial Aid 2/28/2022
  - Student Enrollment 5/23/22
  - Student Affairs 7/11/22
  - Human Resources 4/1/22
  - Finance 7/1/22
- Key Milestones
  - 2/28/222 Financial Aid is live
  - 3/28/22 Packaging student loans for students
  - 8/2022 Disbursement loans awarded to student for the Fall term in August.
  - May 2022, Students will begin using self-service for the course catalog and registration.
- Lessons Learned
  - Moving from a legacy system (HPLan) to BANNER is challenging.
  - The cross functional team spent more time than anticipated doing data validation.
  - Content expertise of data owners to develop and apply complex rules for data conversion was required.
  - Data validation and complexity meant that additional resources were required.

VII. **President's Report**

a. Operational

b. Realignment

Dr. McCurdy reported on the completion of the Legislative Hearings for the Operating and Capital budgets and reiterated the Hearing dates for BCCC : February 18, 2022, February 22, 2022, and February 23, 2022.

Included in the Board of Trustees packet are the Legislative Fiscal Notes. The Fiscal notes must be responded to for the FY 23 Operational budget. Last year we had 90 plus, and 50 plus this year fiscal notes for responses. Information is sent to the State regarding the Capital budget and Operating budgets; the College provided written and oral testimony for the Legislative hearings.

Dr. McCurdy recounted some of the College's responses to questions from the Legislative Hearings.

<u>FY 23 Operational Budget</u>

1. The College has had success in attracting the Dual Enrollment population. The College increased the number of dual-enrolled students by 80.4% from Fall 2019 (245) TO FALL 2020 (442) despite the overall enrollment decline. The increase continued in fall 2021, with 481 dual-enrolled students, because of concerted efforts to strengthen relationships with City Schools, customized orientation

sessions for dual enrolled students, a streamlined application process, and enhanced communications.
2. More students are benefitting from completing developmental coursework. BCCC's developmental completion rate increased from 26.6% for the Fall 2013 cohort to 36.4% for the Fall 2016 cohort. The College continues to use an embedded tutoring model created to support students in developmental courses and other gatekeeper courses.
3. HEERF money was utilized to offset further COVID-19 related budget shortfalls. BCCC will have roughly $7.0 million in the HEERF used for Campus Safety & Security Replacement/Upgrades, Student, Aid, Institutional Support, Facilities Upgrades/Safety Protocols, and Instructional Support. Examples include tuition and fee assistance for students impacted by COVID-19, tuition and fee support for the Mayor's Scholars Program participants in the 2022 Summer Bridge Program, support for summer textbooks for students free of charge, and free shipping for textbooks throughout the academic year.
4. A host of contributors impacted the 27% vacancy rate. Retirements, resignations, and mutual consent played a major role in the elevated vacancy rage.
5. Maryland community colleges experienced a total decline of 10% in eligible FTEs from FY 2020 to FY 2021. BCCC experienced a decline in its Fall 2021 enrollment; however, the winter 2022 enrollment increased. In Winter 202, the College expanded its course offerings and adjusted the calendar to begin the session earlier than in previous years. The winter session student headcount was 35 in 2020 and grew to 247 in Winter 2021 and 289 in Winter 2022.

Chair Schmoke asked if MSP enrollment data had to be reported to the city. Dr. McCurdy responded that a summary will need to be provided to reconcile the cohort billings, but we will be revisiting with the City to request the extended partnership and funding.

FY 23 Operating Budget

1. BCCC will continue to report on the 12 Realignment Tasks. The Budget Committee requested a report on the institutional realignment plan that further documents progress on the realignment plan's objectives. The report is due October 3, 2022.
2. Two reports are required for Enrollment and the Mayor's Scholars Program. The reports are due June 17, 2022, and November 30, 2022, to the Joint Chairs. The June report includes updated information on MSP for the 2021 to 2022 academic year; and the November report identifies what actions are being taken to increase enrollment and FTEs.
3. The Information Technology Infrastructure Renovations report is due August 31, 2022. The report documents the status of the implementation of the IT infrastructure retrofit, including whether internal timelines were met, the accuracy of cost estimates, as well as any additional findings that occurred from the upgraded system.

FY 23 Capital Budget

Given the increases to the capital budget, the meeting date for BCCC was removed from the legislative agenda along with the dates for other institutions. In turn, because there were other variables to be addressed, we asked to be able to present BCCC's budget requests to the Committee.

An additional request was made for the following consideration in the Supplemental Budget.

1. $12 million of deferred maintenance for FY 2023 Capital budget (which amounted to an additional $3 million).
2. $2.368 in funding to begin the design of the Nursing Renovation and Addition in the FY 23 Capital budget.

3. $1.5 million to demolish the North Pavilion to minimize the risks associated with the deteriorated building and consider this real estate for useful purposes.
4. Retain and utilize remaining funds from the $7.4 million (Bard demolition appropriation) included in FY 2022 Supplemental Budget to design a facility to reduce leased space and co-locate bio-park courses, general and basic Adult Education, Workforce Development and culinary arts/hospitality management.

Chair Schmoke noted that Dr. McCurdy included various bills related to the College, and asked if we usually receive that number of fiscal notes. Dr. McCurdy responded that was not unusual from the history of the College and more were received last year and in the previous years. Some of the fiscal notes were common to other institutions as well.

Dr. McCurdy noted that the Bard building and the Loop Road are on schedule.

VIII. Active Search Listing

IX. Motion for Adjournment

Chair Schmoke asked for a motion to adjourn the Open Session. The meeting will continue in Closed Session.

The motion was moved by Trustee Tannhauser Blum and seconded by Trustee Parker. There were no oppositions.

Pursuant to the General Provisions Article, Sections 3-305(b) (1), (7), (8), and (14), the meeting will now be closed so that the Board can discuss personnel matters involving specific employees, pending litigation, and the College's participation in a competitive proposal procurement process.

This statement was made by Kurt L. Schmoke, Board Chair.

The Trustees adjourned at 5:32pm and reconvened in Closed Session at 5:40pm.

Respectfully submitted,
Debra L. McCurdy, PhD
President

NEXT MEETING: April 20, 2022, at 4:00pm

Attendance:

-Dr. Debra L. McCurdy, President
-Ms. Maria Rodriguez, Esq., General Counsel
-Mr. Michael Thomas, Vice President of Workforce Development
-Dr. Liesl Jones, Vice President of Academic Affairs
-Ms. Lyllis Green, Chief Internal Auditor
-Ms. Becky Burrell, Vice President of Institutional Effectiveness and Planning
-Mr. Michael Rading Chief Information Officer

-Mr. Peter Farrell, Deputy Chief Information Officer
-Mr. Charles Hall, Assistant Vice President of Human Resources
-Ms. Katherine Dixon, Assistant Vice President of Facilities
-Ms. Anna Lansaw, Director of Procurement
-Ms. Eileen Hawkins, Director of Institutional Research

BCCC Faculty/Staff Present:

Kristin McFarlane; Richard Walsh; Carol Taylor; Noah Grant; D. FitzGerald Smith; Fred Banks; Darryl Pope; Will Hug; Darryl Rogers; Mike Stephens; Chris Jordan; Dorothy Holley; Sharon Stoddard; Nicole L. Deutsch; Sylvia Rochester; Kathryn Singleton; Brian Terrill; Bryan Miller; Leslie Jackson; Saleem Chaudhry; Michael Berends; Stanley Cavouras; Denise Holland; Katana L. Hall; Elizabeth Purswani; Angela Donn; Aaries Coleman; Edward Harper; Sung Yoon Kim; Shawnette Shearin; Shawn Williams; Valerie Grays; and Nana Gyesie.

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Closed Session Summary | March 16, 2022 (Virtual Zoom Meeting)

Board Members Present: Chairman Kurt L. Schmoke, Esq.; Mr. John Brothers; Ms. Leonor Tannhauser Blum; Mr. Jason Perkins-Cohen; Lelia F. Parker, Esq; Mr. J.C. Weiss III; and Mr. Oluwafemi Toriola.

Also Present: Dr. Debra L. McCurdy.

Board Members Absent: Mr. John Lewis; Dr. Rachel Pfeifer.

Also in Attendance: Ms. Maria E. Rodriguez, Esq.; Ms. Kristin McFarland, Esq.; Ms. Becky Burrell, BCCC VP of Institutional Effectiveness and Research.

The Open Meeting adjourned at 5:32 PM pursuant to a unanimous vote of Board Members. Chairman Schmoke brought the Closed Session meeting to order at 5:43 PM.

Upon motion by Ms. Tannhauser Blum, seconded by Mr. Brothers, all Board members present voted unanimously to approve the Consent Agenda.

VP Burrell addressed various and significant personnel issues involving the Student Affairs area that she is overseeing on an interim basis.

Dr. McCurdy apprised the Trustees of an employment matter that has not yet spawned a litigation, but is likely to do so.

The Trustees expressed a desire to meet on the campus and in person for the next scheduled Board meeting.

The Closed Session adjourned at 6:08 PM upon a motion made by Mr. Weiss and seconded by Mr. Toriola; the vote to adjourn was unanimous.

Respectfully submitted,

Debra L. McCurdy, PhD
President

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Baltimore City Community College

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

Finance/Audit Committee Minutes | 8:00 AM April 14, 2022 (Virtual Zoom Meeting)

Committee Members Present: Chairman Kurt L. Schmoke, Mr. John Lewis, Mr. John C. Weiss

Also Present: Dr. Debra McCurdy, President

Staff: Becky Burrell, VP for Institutional Effectiveness; Michael Thomas, VP for Workforce Development; Katherine Dixon, Assistant VP for Facilities; Anna Lansaw, Director of Procurement; Lyllis Green, Chief Internal Auditor; and Maria Rodriguez, General Counsel

Chairman Kurt Schmoke asked for a motion to bring the meeting to order for the Finance/Audit Committee at 8:00am. Trustee Weiss made the motion and Trustee Lewis seconded the motion.

Chairman Schmoke asked President McCurdy to address the Procurement Awards. President McCurdy indicated that the Procurement Policies and Procedures were submitted to the appropriate legislative committee, and we are waiting for their response. The document will then go to the Board of Public Works for review once approved by the legislative committee.

President McCurdy proceeded with the overview of the Procurement Awards over $25,000 to $99,999, stating that these are delegated to the President's level to approve. This information is for the Committee and the Board of Trustees to assess how significant funds are spent at the College.

a. Mail Room Machine Lease Agreement ($67,754.40)
b. Water Fountain Replacements ($64,687.60)
c. IT Closets Cooling Unit Replacements ($52,000.00)
d. 2nd and 3rd Floor South Pavilion – Carpet Replacement ($93,944.00)
e. Promotional Items for Radio Subscribers ($31,489.00)
f. Nursing Aid Assessments and Testing Tool ($49,755.00)
g. 2nd and 3rd Floor South Pavilion – Tile Replacement ($32,610.00)

President McCurdy asked Ms. Katherine Dixon to address the details of the facility expenditures such as the replacement of the water fountains, the replacement of the HVAC systems and replacement of the carpet in the South Pavilion building. Ms. Dixon provided in depth overviews and referred to the summaries provided to the Committee for each of the items. Ms. Lansaw addressed the contract for WBJC, stating that these are actual awards of contracts; the pre-approvals were in the March 16, 2022, BOT agenda. Trustee Weiss commented on the quality of the promotional items secured for WBJC.

Regarding the Nursing Aid Assessment and Testing Tool, Chairman Schmoke asked if the tool assisted the nursing students pass certification exams. President McCurdy responded that the tool would provide instructional information materials. Chairman Schmoke asked about pass rates and President McCurdy was asked to provide the BOT the results of pass rates on national exams/boards for the nursing program.

Chairman Schmoke asked about Transit Marketing services and inquired about the contract cost. President McCurdy discussed advertising and signage including the pole signs downtown and the CUBE

and bus signage. The College receives positive visability from the outreach and signage.

Ms. Anna Lansaw provided an overview about the cost for the CUBE and Bus Signage and the Life Sciences Building (LSB) Fire Alarm upgrade. The LSB contract provided a 5% MBE goal and was the lowest bid.

a. Vector Media: CUBE & Bus Signage ($111,255.00)
b. LSB Fire Alarm Upgrade ($360,000.00)

Chairman Schmoke asked for a motion to approve the contracts. Trustee Weiss made the motion and Trustee Lewis seconded the motion.

Ms. Lyllis Green provided an overview of the Office of Legislative Services Audit (OLA) for the years 2013 – 2016 and 2016 – 2020. She elaborated on each finding and whether the findings were repeat.

Trustee John Weiss recalled past service and billing problems with a company hired to establish the College's equipment inventories. Ms. Green stated that many vendors do not realize the magnitude of fixed assets and the amount of work to complete the project; little structure was in place. Inventory control has been a long-standing issue at BCCC and we are finally at a stage to establish appropriate controls.

With the exception of two (2) repeat findings, Ms. Green indicated that other findings from the 2016 OLA audit were resolved under the current administration.

In reference to Finding #8 of the OLA, Ms. Anna Lansaw discussed undertakings to ensure that a new inventory system for the College meets the state's requirements for asset systems. Trustee Weiss inquired if the College's failure to maintain accurate inventory was noted in any financial audit. President McCurdy responded that it is unclear; we will cross walk the inventory and assets to determine what is on the financial side. Trustee Lewis asked about the process for the selection of the auditors.

Trustee Weiss asked about the expiration date of the auditor's contract and the selection for new ones. It is a multi-year contract; Dr. McCurdy indicated that the State chooses who does the audit and we are currently in the 2nd year of their contract. Dr. McCurdy has a meeting scheduled in the coming week to speak with the financial auditors about the audit.

Ms. Green indicated from the 2016-20 OLA audit, there were eight (8) findings, two of which were repeat from the previous audit. Several of the findings focused on IT inefficiencies (financial aid, student personally identifiable information, malware protection controls) likely remedied with the implementation of the new ERP system. The College has made substantial progress on responding to the OLA audit findings.

President McCurdy provided information to Chairman Schmoke about the University of Maryland and it's use of some classroom space in the Bard building on Lombard Street (this occurred a number of years ago).

Chairman Schmoke inquired about the progress of the Bard building and the loop road and Ms. Dixon provided information to confirm that the timelines for both projects generally are on tracks.

II. **Motion for Adjournment**

With no further discussion, Chairman Schmoke asked for a motion to adjourn the Finance/Audit Committee meeting. Trustee Weiss made the motion to adjourn, and it was seconded by Trustee Lewis.

The meeting was adjourned at 8:52am.

Submitted by: Dr. Debra L. McCurdy
President

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 3 | Student Government Association Report

Baltimore City Community College

CABINET UPDATE

Board of Trustees, April 20, 2022

Student Affairs

STUDENT GOVERNMENT ASSOCIATION

Student Government Association is currently accepting applications for 2022-2023 positions for president, vice president, treasurer, parliamentarian, secretary, and senators. The positions are being marketed on canvas, campus calendar, website, main website page banner, and other outreach efforts. Applications are open until noon on April 11 and students can apply at http://bit.ly/BCCCSGA2223. Candidate meetings will be taking place week of April 18th, candidate meet & greet will take place during the early part of the week of April 25th, and voting will take place Wednesday, April 27 at noon through Friday, April 29 at noon via canvas for all registered students. This will also be marketed on campus.

SGA Meetings

March 10, 2022 - SGA General Meeting – The SGA held a general meeting for the month of March via Zoom. At this meeting students were informed that the SGA leadership met with VP Becky Burrell on March 8, 2022. The following topics were discussed: SGA budget, Honors and Awards Banquet, Panther Pride and a BCCC Activity Hour. The SGA will continue to meet with VP Burrell on a monthly basis. Students were also made aware of the upcoming SGA elections for the 2022-2023 academic year and encouraged to apply. There was a brief discussion on the BCCC Activity Hours and SGA leadership stated that Thank you letter/emails were sent to the representatives of the legislatures who spoke to the BCCC team on Advocacy Day to show appreciation.

March 24, 2022 - SGA General Meeting – The SGA held a general meeting via Zoom. During the meeting, SGA stated that they are still waiting on an update from VP Burrell on the SGA budget/process. Students were reminded about the MCCADA Leadership video program that ends on March 30, 2022 at 5pm. Students have a chance at winning a $50 Amazon gift card. The SGA Elections timeline was submitted and is awaiting approval. Students were encourage to attend the programs sponsored by SGA, Student Life and Engagement, Student Support and Wellness and other campus events. The SGA is working on a survey for program/event ideas for the summer and fall 2022.

Activities and Events

Women's Day "Break The Bias" - In recognition of International Women's Day, the SGA and Office of Student Life and Engagement invited students, faculty and staff to strike the International Women's Day Pose and post pictures on the college's social media pages using the hashtags #BCCCBreaksTheBias, #BeakTheBias, and IWD#BreakTheBias. A special video on how other's are Breaking the Bias was provided for everyone to view as well.

March 9, 2022 - Student Engagement Fair - The SGA and Student Life and Engagement sponsored a interactive fair that allowed students to meet staff from various campus departments to see how they can be supported as a BCCC panther. Representatives from student clubs and organizations were also there to show how students can get involved on campus. The event was held in the MNB Student Atrium from 10 am - 1pm. There were approximately 77 people in attendance.

March 16, 2022 - Voter Registration – Representatives from the League of Women Voters of Baltimore City visited campus and held a Voter Registration tabling event. Members of the organization were also able to attend a selected class for a brief presentation as well. The event was held from 10am – 1pm in the

Student Atrium of the Main Building. This is a SGA and Student Life and Engagement co-sponsored event. There were 30 people that came by the table to receive information.

March 31, 2022 – Women and Irish History Trivia – A Women and Irish History Trivia game was held using the Kahoot game platform. Participants were able their knowledge of history facts. Prizes were given to the top winners of the game. The event was held virtually via Zoom from 2 - 3 pm and sponsored by Student Government Association and the Office of Student Life and Engagement.

March 31, 2022 - Women History Makers: Their Road to Success - A video presentation on the life and road to success for three dynamic women that have made history was shown and discussed. The three women chosen were Barbara Mikulski, Kamala Harris, and Ketanji Brown Jackson. The event was held via Zoom from 3 - 4 pm.

BCCC
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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 4 | AFSCME Local #1870 at BCCC Report

- No Report Submitted

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 5 | Faculty Senate Report

- No Report Submitted

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TAB 6 | Items Removed from the Agenda

- AFSCME Local #1870 at BCCC Report
- Faculty Senate Report

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 7 | New Business

a. **Procurement Awards over $25,000 to $99,999 (Information)**

i. Mail Room Machine Lease Agreement ($67,754.40)

ii. Water Fountain Replacements ($64,687.60)

iii. IT Closets Cooling Unit Replacements ($52,000.00)

iv. 2nd and 3rd South Pavilion/Carpet Replacement ($93,944)

v. Promotional Items for Radio Subscribers ($31,489)

vi. Nursing Aid Assessments and Testing Tool ($49,755.00)

vii. 2nd and 3rd Floor South Pavilion/Tile Replacement ($32,610)

b. **Approval Requests (Vote)**

i. Vector Media: CUBE & Bus Signage ($111,255)

ii. LSB Fire Alarm Upgrade ($360,050)

PROCUREMENT AWARDS
Contracts, Modifications, and Renewals Options
$25,000 to $99,999
BOT Finance Committee April 14, 2022

Contract No. / Contract Title	R95P2600474 Mailroom Lease Machine		
Description/Remarks: This is a Pitney Bowes mail machines that is lease on the established statewide contract. The machines processes mail being sent out by the College's staff and faculty.			
Procurement Method:	Statewide Contract	**Category:**	Commodity
Awarded Contractor:	Pitney Bowes		
Award Amount:	$67,754.40	**Contract Term:**	3 years
No. of Bids:	N/A	**Tax Clearance:**	N/A
College Department:	Logistics/ Mailroom	**Fund Source**	07714 / 0301

Contract No. / Contract Title	BCCC-FR22-CP-12 Water Fountain Replacements		
Description/Remarks: This contract is for the replacement of all the water fountains throughout the campus. This was competitive bid through the statewide bid board (eMaryland Marketplace) on January 28, 2022 and bids were received on February 25, 2022. This was Small Business Reserve designated.			
Procurement Method:	Competitive Sealed Bid	**Category:**	Construction
Awarded Contractor:	Stratified, Inc.		
Award Amount:	$64,687.60	**Contract Term:**	60 Calendar Days from NTP
No. of Bids:	4	**Tax Clearance:**	22-2058-01111
College Department:	Facilities	**Fund Source:**	07706 / 1410

Category: Construction; Construction Modification; Service; Service Modification; Maintenance; Maintenance Modification; A/E Service; A/E Service Modification; Equipment; Equipment Modification; Invoice.
Procurement Method: Competitive Sealed Bidding; Competitive Sealed Proposals; Negotiated Award; Sole Source; Emergency Procurement; Preference Purchase; A/E Act; Option Renewal, Modification, Intergovernmental Cooperative Purchasing Agreement, Statewide Contract

PROCUREMENT AWARDS
Contracts, Modifications, and Renewals Options
$25,000 to $99,999
BOT Finance Committee April 14, 2022

Contract No. / Contract Title	BCCC- FY22-LC-001 IT Closets Cooling Unit Replacements		
Description/Remarks: This contract is for the replacement of the cooling units in various building that houses the IT server equipment. This was a competitive bid through the eMaryland Marketplace on February 24, 2022 and bids were received on March 23, 2022. This was Small Business Reserve designated and had Minority Business Goal of 5%.			
Procurement Method:	Competitive Sealed Bid	**Category:**	Construction
Awarded Contractor:	Pride Mechanical, LLC.		
Award Amount:	$52,000	**Contract Term:**	60 Calendar Days from NTP
No. of Bids:	7	**Tax Clearance:**	22-2439-0110
College Department:	Facilities	**Fund Source:**	07705 / 0873

Contract No. / Contract Title	BCCC- FY22-SP-12 2nd and 3rd Floor Carpet Replacement		
Description/Remarks: This contract is for the carpet replacement in both the 2nd and 3rd floor of the South Pavilion building. This contract was conducted under the Sourcewell cooperative agreements. Sourcewell is set up to help government, education, and nonprofits agencies by offering a wide range of cooperate contracts through a competitive solicitation process. The College is registered member of Sourcwell and is permissible to utilize the established contracts issued by this organization. Sourcewell contract 080819-SII for carpet and floor covering for Shaw Contract was selected based on the pricing. Shaw Contract is a manufacturer and has approved installer. The contract expires is October 23, 2023. Business Flooring, Inc. is the approved installer of Shaw Contract, and the proposed pricing is below the ceiling price of the awarded contract. The awarded vendor is also a certified small business reserve company.			
Procurement Method:	Intergovernmental Cooperative Purchasing Agreement	**Category:**	Maintenance
Awarded Contractor:	Business Flooring, LLC		
Award Amount:	$93,944.00	**Contract Term:**	30 Calendar Days from NTP
No. of Bids:	N/ A	**Tax Clearance:**	22-2200-1111
College Department:	Facilities	**Fund Source:**	Cares Funding

Category: Construction; Construction Modification; Service; Service Modification; Maintenance; Maintenance Modification; A/E Service; A/E Service Modification; Equipment; Equipment Modification; Invoice.
Procurement Method: Competitive Sealed Bidding; Competitive Sealed Proposals; Negotiated Award; Sole Source; Emergency Procurement; Preference Purchase; A/E Act; Option Renewal, Modification, Intergovernmental Cooperative Purchasing Agreement, Statewide Contract

PROCUREMENT AWARDS
Contracts, Modifications, and Renewals Options
$25,000 to $99,999
BOT Finance Committee April 14, 2022

Contract No. / Contract Title	R95P2600482 Radio Promotional Items		
Description/Remarks: In accordance with BCCC's Policies and Procedures Section 1.3.2.4 and Section 2.3, this is the only vendor that has been given authorization to access Allegiance database that currently stores all membership information for the radio station. Purchasing Promotional Items that will incentivize individuals to become members of WBJC. When individuals become members some request corporate matching funds. This is a purchase request for 2 years. This vendor is the only vendor that has an exclusivity agreement with Allegiance to access that data base. This provides up to date accurate inventory of promotional items The member's requested items are shipped directly to them. The cost of the items includes Forest packaging and shipping directly to the member. Each member's record is immediately noted by Forest Incentives in the Allegiance data base as a permanent record that WBJC accesses. All items are embossed with the WBJC logo.			
Procurement Method:	Sole source	**Category:**	Commodity
Awarded Contractor:	Forest Incentives		
Award Amount:	$31,489.00	**Contract Term:**	2 year term
No. of Bids:	N/A	**Tax Clearance:**	N/A
College Department:	Radio Station	**Fund Source**	03352 / 0916

Contract No. / Contract Title	R95P2600529 Nursing Aid Assessments and Testing Tool		
Description/Remarks: In accordance with the College's Procurement Policies and Procedures, Section 1.3.2.16, this request may be exempt from a procurement process under the following exemption, "Contracts for the purchase, use, or development of curricular materials." The services being purchased to assist the faculty in assessing students in field of nursing. This request is being funded by the Perkins Grant that expires June 30, 2022.			
Procurement Method:	Exempt	**Category:**	Services
Awarded Contractor:	Assessment Technologies Institute, LLC		
Award Amount:	$49,755.00	**Contract Term:**	01/01/22 – 12/31/2022
No. of Bids:	N/ A	**Tax Clearance:**	
College Department:	Academic Affairs – Nursing	**Fund Source:**	Perkins Grant

Category: Construction; Construction Modification; Service; Service Modification; Maintenance; Maintenance Modification; A/E Service; A/E Service Modification; Equipment; Equipment Modification; Invoice.
Procurement Method: Competitive Sealed Bidding; Competitive Sealed Proposals; Negotiated Award; Sole Source; Emergency Procurement; Preference Purchase; A/E Act; Option Renewal, Modification, Intergovernmental Cooperative Purchasing Agreement, Statewide Contract

PROCUREMENT AWARDS
Contracts, Modifications, and Renewals Options
$25,000 to $99,999
BOT Finance Committee April 14, 2022

Contract No. / Contract Title	BCCC-FY22-SP-13 2nd and 3rd Floor Stairwells		
Description/Remarks: This contract is for the tile replacement in both the 2nd and 3rd floor of the South Pavilion building. This contract was conducted under the Sourcewell cooperative agreement. The College is registered member of Sourcwell and is permissible to utilize the established contracts issued by this organization. Sourcewell contract 080819-SII for carpet and floor covering for Shaw Contract was selected based on the pricing. Shaw Contract is a manufacturer and has approved installer. The contract expires is October 23, 2023. Business Flooring, Inc. is the approved installer of Shaw Contract, and the proposed pricing is below the ceiling price of the awarded contract. The awarded vendor is also a certified small business reserve company.			
Procurement Method:	Exempt	**Category:**	Maintenance
Awarded Contractor:	Business Flooring		
Award Amount:	$32,610.00	**Contract Term:**	30 Calendar Days from NTP
No. of Bids:	N/ A	**Tax Clearance:**	N/A
College Department:	Facilities	**Fund Source:**	Cares Funding

Category: Construction; Construction Modification; Service; Service Modification; Maintenance; Maintenance Modification; A/E Service; A/E Service Modification; Equipment; Equipment Modification; Invoice.
Procurement Method: Competitive Sealed Bidding; Competitive Sealed Proposals; Negotiated Award; Sole Source; Emergency Procurement; Preference Purchase; A/E Act; Option Renewal, Modification, Intergovernmental Cooperative Purchasing Agreement, Statewide Contract

BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM
April 2022

***Contract ID*:** BCCC-FY22-MKT-001
Transit Marketing

Contract Description: This contract provides for the Train Station-Elevator Wrap signage and Transit Bus King and Headliner sign to promote the College's 75th anniversary and support recruiting initiatives.

Award: Vector Media Holding Corporation
New York, NY

***Contract Term*:** April 21, 2022 – December 31, 2022

***Contract Amount*:** $111,225.00

Procurement Method: Sole Source

Requesting Remarks: In accordance with the College's Procurement Policies and Procedures, Section 2.3.2, this procurement was conducted as a sole source. The MTA outsources marketing through a competitive process and awards a single contractor the exclusive right to sell advertising of on all transit and train station elevators for all state-owned transit vehicles. Vector Media Holding Corporation is the current MTA marketing contractor and will hold the contract until December 31, 2022. Therefore, all media advertisement must be contracted through this company. Vector Media 's proposal is for the advertising display, print production, and installation of Train Station-Elevator Wrap signage and Transit Bus King and Headliner signage on MTA's buses in the amount of $111,225.00.

Fund Source: Operating

BOARD OF TRUSTEES ACTION THIS ITEM WAS:

APPROVED DISAPPROVED DEFERRED WITHDRAWN

WITH DISCUSSION WITHOUT DISCUSSION

BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM
April 2022

***Contract ID*:** BPM026559
LSB Fire Alarm System Upgrades

Contract Description: This contract provides all labor, equipment, tools, materials, supplies, etc. to upgrade the fire alarm system in the Life Sciences Building.

Award: Hopeday LLC
Washington, DC

***Contract Term*:** 120 Calendar Days from Notice to Proceed

***Contract Amount*:** $360,050

Procurement Method: Competitive Sealed Bid

Bids: Glenelg Construction Inc. $516,000

Small Business Reserve (SBR) Designated: Yes

Minority Business Enterprise (MBE) Goal: 5%

Requesting Remarks: This solicitation was advertised on eMaryland Marketplace website on February 25, 2022. A total of 2 bids were received on March 4, 2022.

Fund Source: Operating

MD Tax Clearance: 22-2335-0000

BOARD OF TRUSTEES ACTION THIS ITEM WAS:

APPROVED DISAPPROVED DEFERRED WITHDRAWN

WITH DISCUSSION WITHOUT DISCUSSION

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 8 | College Policies

- None

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BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 9 | Presentations

- Office of Legislative Services Audits
  - 2013-2016
  - 2016-2020
- Enrollment Update
- ERP Update

BCCC Board of Trustees
April 20, 2022

Internal Audit Presentation of

OLA Audit Report

OFFICE OF LEGISLATIVE AUDITS (OLA)

An agency of the State of Maryland

The website states, "The Office of Legislative Audits is part of the Maryland General Assembly's Department of Legislative Services. Our mission is to serve the General Assembly and the citizens of Maryland by providing independent, objective, and non-partisan audits and evaluations of State government agencies and local school systems. These audits assist the General Assembly in its oversight responsibilities and lead to improved performance throughout State government."

Established to assist the General Assembly in its oversight of state agencies

Authority to recommend fines through decreased appropriation to state agencies

OLA Findings' Impact on College

- The College, as a State agency, has an obligation to respond to OLA reports, findings and recommendations (Policy on Agency Response to Reports Issued by the Office of Legislative Audits)
- The OLA may report findings to the Joint Budget and Audit Committee. We have experienced ramifications of this committee's enforcement in the Realignment issue
- Negative press was experienced as a result of the 2014 OLA report
- The OLA may recommend a reduction in our state appropriation
- Specific findings may be reported to the Criminal Investigation Division(CID)

OLA Findings Impact on Students and Employees

- Any actions that require College resources to be diverted from student instruction and activities negatively impact the students:
  - •ERP system
  - •Student facing services (library, student life, cafeteria, etc.)
  - •Campus classrooms and facilities
- Any actions that require a reduction in College resources may affect employees' ability to perform their job duties and responsibilities:
  - •Supplies, furniture and equipment
  - •Deferred maintenance
  - •Salary increases and compensation

Effect of Repeat Audit Findings

- Repeat Audit Findings are findings that have appeared on more than one legislative audit report.
- The auditors have determined that the College's response is inadequate
- The auditors may exercise their authority to recommend financial assessments against the agency's annual appropriation.
- Assessments have ranged from $10,000 or more per repeat finding with total assessments of $500,000 per agency.

BCCC's Audit Findings

- 2014 - 8 findings (3 cleared during 2016 review)

- 2016 – 8 Findings and 4 repeat findings

Status of 2013-2016 Findings

Preceding Finding	Finding Description	Implementation Status	Internal Auditor Comments
Finding 1	The Baltimore City Community College's (BCCC) Facilities Planning and Operations Department circumvented State regulations in the procurement of certain goods and services. Based on our review, certain of these procurements and related payments appeared questionable.	Not repeated	Sample procurement transaction activity and related documents were reviewed before and during the audit period to ensure compliance.
Finding 2	Several BCCC employees shared their corporate purchasing cards, precluding effective accountability and control, and did not have required documentation to support certain payments.	Not repeated	This practice was halted by the new president and enforced by the current administration.
Finding 3	BCCC granted salary incentives or increases totaling $129,250 to four senior management positions without adequate justifications, including three increases that were not approved by its Board of Trustees.	Not repeated	The practice occurred during prior administrations and was discontinued during the current administration.
Finding 4	BCCC did not maintain a current and comprehensive agreement with its affiliated foundation, as required. In addition, the most recent agreement did not contain any financial or operational goals and outcomes to be achieved by the foundation even though BCCC subsidized a significant percentage of the foundation's expenses during fiscal years 2015 and 2016.	Not repeated	The Foundation agreement was signed by the Foundation chairperson on 7/01/2020 and expires 06/30/2023.

Status of 2013-2016 Findings (cont'd)

Preceding Finding	Finding Description	Implementation Status	Internal Auditor Comments
Finding 5	Sensitive personally identifiable information maintained by BCCC was stored without adequate safeguards.	**Repeated** (Current Finding 6)	**The College is encouraged by the new ERP which assigns a unique identifier to students and addresses the greatest risk of PII - social security numbers.**
Finding 6	Malware protection for BCCC computers was not sufficient to provide BCCC with adequate assurance that its computers were properly protected.	Not repeated	Tests of malware protection were performed before and during the audit period to ensure compliance.
Finding 7	BCCC did not immediately restrictively endorse checks and deposit collections timely at its Liberty Campus.	Not repeated	The internal control was strengthened with the location change of the cashiers and enforcement of the restrictive endorsement requirement.
Finding 8	BCCC did not maintain complete and accurate equipment records, could not locate certain equipment, and could not document that it conducted physical inventories of equipment as required. In addition, 40 computers purchased several years ago were never placed into service.	**Repeated** (Current Finding 8)	**The procurement for an inventory service is in progress.**

BCCC's 2016-2020 Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
1. Student Personal Information	**We recommend that BCCC comply with State law by requiring the vendor to obtain a formal control assessment report, such as a SOC 2 Type 2 report…**	Agree…Going forward, BCCC will follow the process of obtaining and reviewing the automated system used by its vendors…	… The (vendor) team expects that there will be a SOC 2 Type2 audit available for the 2023 calendar year with issuance in 2024.
2. Student Financial Aid	**We recommend that BCCC ensure that manual adjustments to financial aid awards…is subject to independent supervisory review and approval**	Agree. BCCC will ensure that manual adjustments to financial aid awards…are subject to independent supervisory review… The College has hired a third-party to conduct this review and will continue to utilize that third-party.	The Financial Aid manual adjustments are being mitigated by the new ERP. Financial Aid processes are scheduled to transition to the new ERP during March 2022.
The full report is available online at the OLA website: https://www.ola.state.md.us/			

BCCC's 2016-2020 Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
3. Payroll	**We recommend that BCCC** **a. develop formal policies and procedures …** **b. ensure that all payroll adjustments are supported…** **c. determine the propriety of the… payroll adjustments… Auditor's Comment: Although BCCC indicated that it disagreed with our recommendation to determine the propriety of the unsupported payroll adjustments and take action to recover amounts that cannot be supported; the plain language of its response indicated that it will have to determine that the funds need to be recovered. We will presume if BCCC determines that funds need to be recovered, preferably in consultation with its legal counsel, it will seek recovery.**	**a. Agree. …College now requires management level approval on all payroll adjustments...** **b. Agree. The HR/Payroll director created an adjustment process which includes supporting documentation for approval signatures.** **c. Disagree. We will have to determine that the funds need to be recovered. Based on how faculty contracts are paid out, there were not any payments that were overpaid.**	**a. Confirmed with the recently hired HR Director that procedures are in place and enforced.** **b. The recently hired HR Director confirmed the process.** **c. Based on the staff's review of payments, there were no overpayments; however, IA will recalculate the tested payments.**

BCCC's 2016-2020 Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
Procurements and Disbursements (2) **4. BCCC did not always adhere to State procurement regulations**	**We recommend that BCCC ensure that** **a. contracts are awarded though a competitive procurement process as appropriate, and related documentation of the procurement be maintained;** **b. all bid solicitation and award publishing requirements are adhered to;** **c. contracts receive proper independent approval as**	**a. Agree. BCCC concurs with the recommendation. Contracts will be awarded though a competitive procurement process as appropriate, and related documentation of the procurement will be maintained.** **b. the College's procurements shall abide by COMAR Title 21 until formal approval is received. Oversight of all procurements will be conducted by the Director of Procurement and Legal Counsel going forward to ensure compliance to state's procurement rules and regulations. Delegation of authority and approvals shall be established based on contract value and will be approved accordingly per statue.** **c. BCCC concurs with the recommendation. Contracts will**	**Discussed response with Procurement Director:** **a. Confirmed that contracts will be awarded through a competitive procurement process as appropriate and related documentation will be maintained.** **b. Bid solicitations contracts will be posted in compliance with State requirements.** **c. Contracts will receive proper independent approval**

BCCC's 2016-2020 Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
Procurements and Disbursements (2) **4. BCCC did not always adhere to State procurement regulations**	**We recommend that BCCC ensure and** **d. Vendor invoices are correct by verifying invoice charges to contractual billing rates; and** **e. purchases from vendors are consolidated to maximize the State's purchasing power.**	**d. BCCC concurs with the recommendation. Contracts shall include verifiable billing rates to validate invoice payment prior to payment being made…** **e. Agree. BCCC concurs with the recommendation. Review of current purchasing practices to determine the …contracts to maximize the purchasing power of the College…utilization of intergovernmental purchasing agreements, and the establishment of larger value and longer term contracts to increase the effectiveness and efficiencies of the operations of the College.**	**Discussed response with Procurement Director:** **d. Vendor invoices and charges are verified to contractual billing rates.** **e. An internal audit review will be performed after the utilization of consolidated purchases from vendors.**

BCCC's 2016-2020 Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
Resource Sharing **5. During our audit period, BCCC did not comply with State law and Department of Information Technology policies for the procurement and monitoring of its two resource sharing agreements**	**We recommend that BCCC** **a. establish new agreements for any expired RSAs which include consideration of higher rates (for example, those suggested by DoIT);** **b. consider widely advertising solicitations for RSAs and submit them to the appropriate authorities as determined by BCCC's policies, including the RSA noted above; and**	a. Agree. BCCC concurs with the recommendation. One of the RSA agreements was renewed effective October 2020. The new agreement includes annual increases in rates. The other RSA is in the final stages of approval… b. Disagree. BCCC does not concur with the recommendation. The Tower currently is being used by the radio station and is being leased by two commercial tenants and one Federal Government tenant. The resources of the Tower are primarily present for the function of running the radio station. Additional solicitations are not necessarily possible as they depend on the resources available on the Tower.	Discussed the RSAs with Legal Counsel and a. examined the latest agreement noting 3% annual increases in the monthly rent due. b. Pass further investigation.

BCCC's 2016-2020 Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
Resource Sharing **5. During our audit period, BCCC did not comply with State law and Department of Information Technology policies for the procurement and monitoring of its two resource sharing agreements**	**Auditor's Comment: BCCC disagreed with our recommendation to consider widely advertising solicitations for RSAs because the resources of the tower are primarily present for the functions of the radio station. Since the response also acknowledges that there are two commercial tenants, in addition to the federal government, using the tower, our recommendation is both reasonable and practicable to help ensure that tower revenue is maximized to BCCC's benefit. Consequently, we continue to believe that BCCC needs to consider advertising in the future to ensure that the best possible rates are received from commercial tenants.** **a. include all significant provisions in future RSAs, and modify its existing agreements to include those provisions to the extent allowed.**	a. Agree. The RSA …considered provisions to the extent possible. …Legal Counsel advised that "the document cannot be amended without both parties' agreement, and it is unclear why the lessee would agree to modifications at this point…"	Discussed with legal Counsel and was informed of the rental arrangements due to the College leasing the land from the city. Also, examined latest tower contract. a. Confirmed that the latest tower contract maximizes tower revenue with annual monthly rental increases.

BCCC's 2016-2020 Audit Findings

Finding	*Recommendation (Excerpts from February 2022 OLA Report)*	*Response*	*Internal Auditor's Review as of 4/11/2022*
Information systems (2), **6. Sensitive Personally identifiable information was maintained without adequate safeguards and identification.**	**We recommend that BCCC** **a. perform an inventory of all of its servers, identify all sensitive PII, and delete all unnecessary sensitive PII (repeat); and** **b. implement appropriate information security safeguards for the sensitive PII it maintains (repeat).**	a. Agree. BCCC will perform a manual inventory of the enterprise system servers annually to coincide with the daily scans of servers already in progress with automated scanning-based inventory since December of 2019. All unmarked files …will be deleted by ITS upon the completion date. b. Agree. BCCC will submit the collected PII inventory to the college's departments for review to determine required PII files that shall be retained for business purposes. PII files that shall be retained for business purposes and files marked as required will be safely recorded at the file system level to meet FIPS 140-2 compliance.	Confirmed with the new CIO: a. BCCC is scheduled to move to a new enterprise system after December 2022. Once the transition is made to the new system, the legacy …system will be decommissioned…associated sensitive PII will be remediated. b. Collected PII will be submitted to the college's departments for review to determine required PII files that shall be retained for business purposes. PII files that are identified as no longer being needed for business purposes will be deleted after December 2022. With the ERP implementation many of the files containing PII from the legacy system will no longer be needed for business purposes.

BCCC's 2016-2020 Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
7. Malware protection controls for BCCC computers were not sufficient to provide adequate assurance that computers were properly protected from security risks	**We recommend that BCCC ensure that malware protection software is installed and maintained on all computers by regularly monitoring related software management consoles to verify its computers' malware protection software status, document these reviews and adjustment actions, and retain this documentation for future reference.**	The college has hired a CIO and Deputy CIO to begin (regular monitoring) in February that will cover the Approver role for the documented weekly malware review. Agree. In October, BCCC began documenting a resolution matching the total number of domain computers against the total number of computers running malware protection software. Reviews and adjustment actions will be documented and retained for future reference.	Confirmed with the CIO Regular reviews of documented malware reports that includes the CIO and Deputy CIO functioning in the approver role begins on 4/11/2022 every other week.

BCCC's Current Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
Equipment **8. BCCC did not conduct physical inventories of equipment and did not maintain complete equipment records as required**	**We recommend that BCCC** **a. conduct timely periodic documented physical inventories of sensitive and non-sensitive equipment and reconcile the results to the detail inventory record (repeat), and**	a. Agree. The College …hired a Logistics Manager to oversee the Property Division. On September 15, 2021, AVP for Facilities and logistics staff attended a training with the Department of General Services (DGS) Property Manager in which the inventory and the excess property disposal declaration processes were discussed. On September 16, 2021, the logistics team met with the asset management company for training and implementation of the new inventory system software. The DGS Property Manager was invited to the meeting to review and ensure that the new inventory system meets the state's requirements for asset systems. The logistics teams are preparing to use new software to restart the entire comprehensive inventory of the campus once the asset system is approved by DGS. First, there are several areas where EPDs are required. On Friday, September 17, 2021, DGS Property Manager conducted a site visit to review areas with large amounts of property requiring disposal for possible bulk EPDs or setting up sale opportunities for Gov Deals.	Confirmed with the VP and the AVP for Facilities

BCCC's Current Audit Findings

Finding	***Recommendation (Excerpts from February 2022 OLA Report)***	***Response***	***Internal Auditor's Review as of 4/11/2022***
Equipment **8. BCCC did not conduct physical inventories of equipment and did not maintain complete equipment records as required**	**We recommend that BCCC** **b. ensure that the equipment records are maintained in a complete and accurate manner (repeat).**	b. Agree. Once the new inventory is complete, the logistics team will perform monthly cycle checks so that a full inventory is completed on an annual basis. New items coming into shipping and receiving are currently being recorded properly, which includes the use of both the asset system and FMIS. There is also a future plan to implement the receiving function of the college's new ERP system which will be rolled out later this year.	b. An internal audit review will be performed when the inventory is complete and will include the review of monthly cycle checks and annual verifications
The full report is available online at the OLA website: https://www.ola.state.md.us/			

Enterprise Resource Planning (ERP) Project Update

Baltimore City Community College

BCCC

Michael Rading, CIO

Date: April 20, 2022

Project Status

The College maintains a **GREEN** status from the State's Department of Information Technology (DoIT).

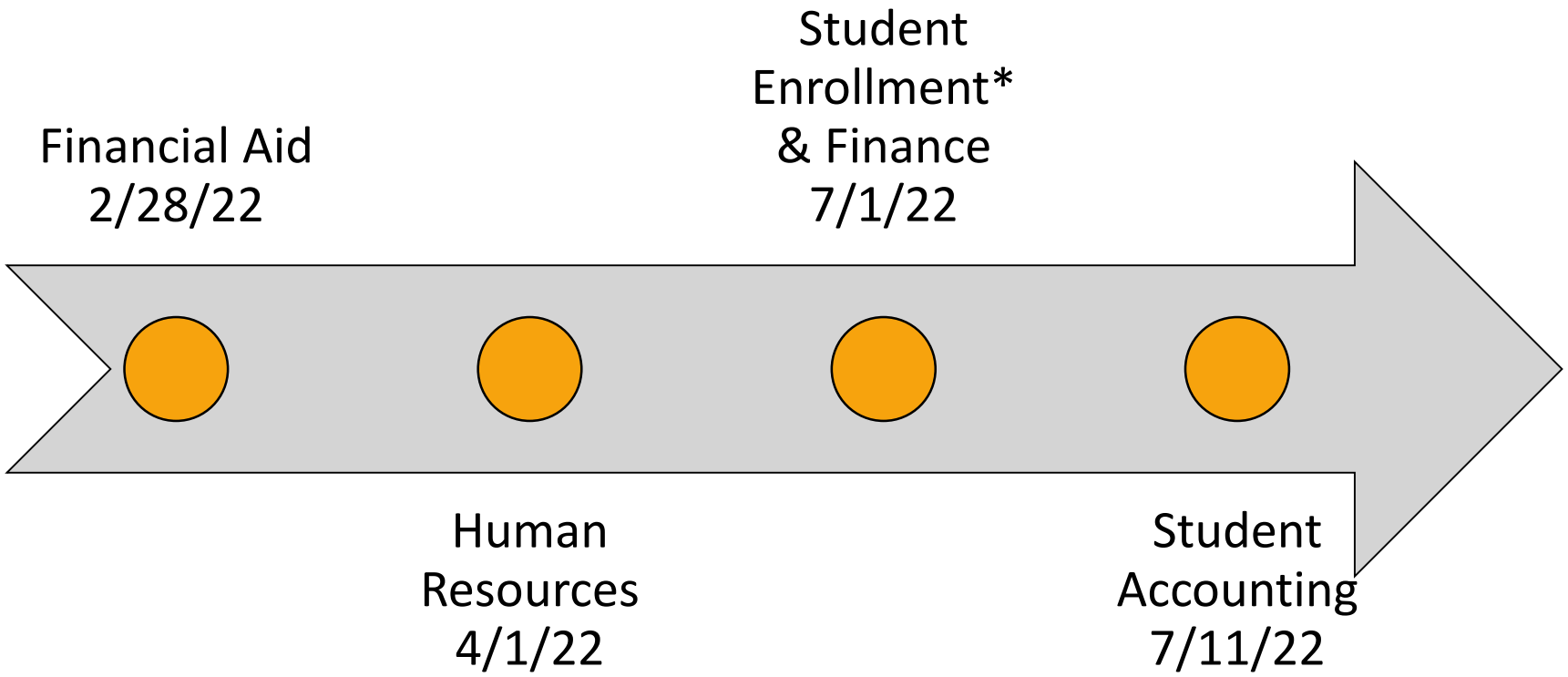
The Project Team continues to meet bi-weekly with the DoIT's Oversight Project Manager for the College to provide project updates and exchange ideas

The College also continues to provide official monthly 'Health Assessment' reports to the State which provides details on monthly project activities, including milestones, deliverables and spending.

The Cabinet receives regular project updates.

Despite adjustments to the internal module go-live dates, the project is still scheduled to be completed by December 2022 as originally scheduled.

ERP 2022 Project Timeline



*Student enrollment date change from 5/22 to 7/1 reflects a strategic alignment of critical data and reporting needs connected with fiscal year cutover.

Financial Aid & HR in Banner

Key Milestones:

- **2/28/22 – Financial Aid Module**

- **4/1/22 – HR using Banner for employee records**
  - Existing employee records exported from legacy system
  - New employee records being added to the Banner system

Employee Records exported out of legacy system

Employee Records Imported into Banner

Validation of Imported Records

Lessons Learned

- Upcoming modules involving student and financial areas introduce additional complexity that requires more cross-functional work
- Importance of capturing, sharing and incorporating feedback from training to enable more tailored future engagements
- The value of working sessions with cross-functional teams to discuss and work through challenges
- Focus on data mapping to ensure that information from the legacy system is correctly translated and reflected in Banner

Student Enrollment & Finance

Key Milestones Coming in July:

Students will begin using Student Self-Service for:

- Course Catalog
- Registration

Student facing offices will begin using Banner:

- Records and Registration
- Academic Affairs
- Workforce Development & Continuing Education

Fiscal Year 23 activity will be conducted in Banner

Questions

Baltimore City Community College
75 BCCC

BCCC
Baltimore City Community College

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 10 | President's Report

A. Operational Update
B. Realignment Tasks Update

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, April 20, 2022

Dr. Liesl Jones, Vice President, Academic Affairs

ACADEMIC AFFAIRS

Middle States

The core team has been meeting regularly and has begun to write the Self-Study design. Dates for the Middle States liaison to visit have changed as the College's liaison is no longer available on those dates. The new visit from the liaison will be October 24th with the Self-Study design due on October 7th. The Working Groups have been formed based on the Middle State Standards. The Core team has begun to meet with stakeholders to review the working group teams and receive feedback.

Professional Development

The spring professional development series is well underway. An additional six faculty have chosen to participate in the Association of College and University Educator's six-week professional development courses.

Program Coordinator Meeting

The Program Coordinators have been meeting regularly. The joint Program Coordinators meeting is scheduled for April 20th and the focus will be reviewing the summer and fall schedule for them to provide further input and suggestions about the schedule. The joint Coordinator meeting in May will be with the bookstore and procurement to debrief the SmartSheet used to order the books. The process flow for schedule development will be sent to the Program Coordinators for their review and comment to help better manage the scheduling of courses.

Enrollment

The Deans are reviewing the enrollment for the summer sessions and adding courses as needed. The College is returning to a pre-pandemic schedule of courses. This will see the return of the majority of courses being offered on campus. Virtual courses and online courses will continue to be offered as all three modalities provide students with the needed flexibility to be successful.

Curriculum

During the April curriculum committee meeting the SASS AAS program in American Sign Language and the AA transfer program in Communications were presented. The two programs needed further revision to better map learning and program outcomes. With the arrival of the new Dean for SNHP the Health Science degree will begin development.

Perkins

The Perkins grant for fiscal year 23 is under development. The distribution was announced for BCCC and the College will receive $323,279 dollars. In anticipation of the distribution, Deans and Program Coordinators are being surveyed for their needs. The Dean of BSTEM is currently overseeing the Perkins program.

National Association of Dramatic Speech Arts
Baltimore City Community College students and their faculty advisor Dr. Katana Hall participated in last week's conference and competition. BCCC was the only community college to send participants.

Ms. Lorraine Ricks and Ms. Elizabeth Jeghede, Theatre Performance Area of Concentration Majors at Baltimore City Community College, attended workshops, training sessions, and competed during the National Association of Dramatic and Speech Arts. Inc. from April 6 - April 9, 2022, hosted by Coppin State University.

Students from Bethune-Cookman University, Bowie State University, Coppin State University, Gramling State University, Jackson State University, Morgan State University, North Carolina Central University, Prairie View A&M University, Winston Salem State University, and Baltimore City Community College competed in multiple categories: Drama, Oral Interpretation, Persuasive Speaking, and Reader's Theatre during the conference.

Under the direction of Dr. Katana L. Hall, our students stood their ground against their peers from the other four-year universities and as a result, Ms. Lorraine Ricks won the Excellence Award in the Persuasive Speaking category at the conference. Congratulations!!! This is BCCC's first time competing at NADSA.

The keynote address at Saturday's awards ceremony was delivered by Tony award winning and Emmy nominated actor (and director) Mr. Rob Demery.
Additionally, Dr. Hall served as a judge for the Reader's Theatre competition and has been elected to the position of Parliamentarian on NADSA's 2022 - 2023 Executive Board.

SCHOOL OF ARTS & SOCIAL SCIENCES

Associate Dean of SASS Search
The search for an Associate Dean of SASS is well underway. SASS is fortunate to have received applications from a number of very well-qualified candidates for the position. The candidates meet with faculty, with the Deans and with VP Jones. Last, they join an open forum, where any faculty member from SASS may ask and answer questions. All those involved in the interview process have provided very valuable feedback on the candidates.

Summer and Fall Schedules and Registration
The Program Coordinators put in a great deal of work creating the first draft of the summer and fall course schedules and in making course book adoption requests. Schedules were reviewed and adjusted where necessary to make course run times accord with COMAR regulations. The summer schedules are now live, and students are registering for classes.

Program Review
The Program Coordinators for Psychology, Art, Music, Theater, and General Studies are completing their program reviews, since these programs are on this year's cycle. This is year five of the Program Review cycle, and as noted previously, several of the year four program reviews

had to be completed this year since they'd remained unfinished from last year. This work is vital in ensuring that our programs are doing the best they can to meet the needs of our very well-deserving students.

Articulation Agreements

The Dean of SASS and Dr. Evelyn Garcia, Program Coordinator for Criminal Justice, are working with representatives from the University of Baltimore to create an articulation agreement that will allow graduates of BCCC's Law Enforcement program to transfer credits to UB's Criminal Justice program, giving those students a head start on their bachelor's degrees. In addition, the Dean, along with Professor Darlene Godwin-Lee and colleagues from Workforce are in talks with representatives from the Baltimore City Public Schools to create an agreement whereby interested high school students can receive their education and certification at BCCC to become qualified schoolteachers of young children and providers of childcare services.

SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING, & MATHEMATICS

The Dean has been active with the Baltimore Project, Lead the Way board, which has asked us to consider offering middle and high school students tours of our engineering program spaces this spring semester. As part of the college's commitment to the Teagle Planning Grant consortium, the Dean has been engaged in discussions of planning to draft a full proposal to the foundation. Finally, we have been involved in discussions with the Dean and Associate Dean in the Merrick School of Business at the University of Baltimore. We are interested in cross populating our advisory boards, as well as revitalizing our articulation agreements. Their Associate Dean will be visiting a Business & Technology department meeting to strengthen our newly rediscovered relationship.

Business and Technology

Under the leadership of Denise Holland, BCCC curricula for the A.A.S. and Certificate in Cyber Assurance and Digital Forensics are being prepared for submission to MHEC following their approval by the Board of Trustees. Quintin Davis (Associate Dean) is assuming the role, Secretary for the ACBSP Region 2. Daniel Izume and Charice Hayes have completed the ACUE Course on Designing Student-Centered Courses class, several adjunct faculty, will participate in the ACUE course that focuses on the online learning environment.

Natural & Physical Sciences

Faculty have begun to work on a transfer-aligned A.S. degree in Biology that will transfer to similar programs at Coppin State, Bowie State and other 4-year partners. A leadership team, including Anil Malaki (Associate Dean) and Amrita Madabushi among others, is focused on the April 30th MD STEM Conference to be held at Anne Arundel Community College. We have 29 students who will be participating in the conference.

SCHOOL OF NURSING & HEALTH PROFESSIONS

Dental Hygiene faculty are working on their CODA report, which is due May 15, 2022. The report will focus on the supplemental information requested by CODA in its letter dated March 2, 2022.

Health Information Technology is working on its annual report due April 30, 2022. Professor Singleton is working with Professor Calhoun at Coppin State University to align content and courses so our BCCC HIT graduates will have a seamless pathway to enter Coppin's 4 year HIM program.

Nursing faculty continue to attend webinars/workshops that discuss the new licensure testing format- Next Gen, date to be implemented is Spring 2023. Dr. Woolford-Hudgins and Associate Dean Dorothy Holley attended the webinar, The NGN Evaluation by zoom on March 30, 2022.

Dr. Phil Dickison, Chief Officer of Operation and Examination at NCSBN will discuss a variety of topics related to the new testing format, including the reasons underlying the change in format, and tips on what faculty can do to get ready for the new testing format.

Emergency Medical Services
The Program Coordinator of the EMS program is working with the office of Institutional Research and the Director of Assessment, as well as the VPAA and Dean of SNHP, to complete the Annual report for their accrediting agency CoAEMPS. The report is due May 15, 2022.

Dr. Jones and Associate Dean Holley are working together to complete the required documents to submit to the SGT accrediting agency, ARC/STSA, that would appoint an interim program coordinator. The previous program coordinator for the SGT program resigned from that position in January 2022. Professor Andrea Lewis has begun to collect required data for the completion of the SGT annual report. The report is due at the end of May 2022.

All of the health science programs have begun the annual process of recruiting for their new cohort of students for fall 2022 admission. Many of the programs have held information sessions for interested students. These sessions have been held using the zoom platform. Nursing and Dental Hygiene have as their application deadline March 25, 2022.

E-LEARNING DEPARTMENT

Faculty training in April.

Date	Time	Topic
4/19/2022	3:30 PM	Canvas Level 2 user training
4/21/2022	3:00 PM	SharePoint Basics
4/22/2022	3:00 PM	The Nine Events in Building Engaging Online Curriculum – Part 1
4/27/2022	3:30 PM	Canvas Level 3 user training
4/29/2022	3:00 PM	The Nine Events in Building Engaging Online Curriculum – Part 2

The policy for faculty certification to teach online has been drafted and is being reviewed by Academic Affairs leadership.

Success Coach & Tutoring

Winter 2022 term pass rate (C or better) for MAT 107 was 60% and 85% of winter students were retained for classes in spring. The CCMA AmeriCorps VISTA Success Coach is building off these successes and working with 150 students in the spring term. Presently, the project is working to arrange review sessions with tutors for students identified as at-risk based on available grades to date.

Three new tutors were hired to cover Math and Engineering. A meeting was held to work through details of embedded tutoring and summer workshops for MSP. Study reviews are set up for A&P, MAT 125, and MAT 128 to assist PTECH students in preparing for exams. Final exam reviews for all tutored courses will be conducted between April 18 and April 30.

To expand peer tutoring at BCCC, students with good academic achievement in key courses are being contacted to gauge interest in summer positions as tutors for in-person tutoring.

The Spring tutoring shells have had 21,281 page views and 184 actions to date. The heaviest usage and participation occurred in ENG 101 with 4,644 page views and 107 participating student actions. Both CLT 100 and MAT 107 had roughly 3,000 page views each with students accessing helpful materials or attending Zoom tutoring sessions.

LibraryThe librarians continue to participate in the AA Division's Banner project. Glenn Peterson completed the IPEDS survey for the library.

Who do we serve monthly statistics for March:

Who do we serve?	Mar. 2022	Mar. 2021	Year to date FY 2022	Year to date FY 2021
Circulation of Print / Media	0	0	6	0
Use of Reserve Materials	21	0	29	0
Database Sessions				
Database Searches	1,601	7,895	35,460	40,706
Articles Retrieved	1,152	3,559	21,802	22,607
Library Online Public Access Catalog (OPAC) Searches				
eBook downloads	1	145	732	1,434
Use of Group Study Rooms	2		20	0

Computer Usage	0	0	0	0
Laptop Usage	3		10	0
Printed Pages	1,198	0	2,696	0
Gate Count	2,775		4,966	0
Registration of new Patrons	13		25	0
Registration/Update of Community patrons	0		0	0
Information Services				
Information Literacy Sessions	9	14	64	82
Information Literacy Attendance	106	148	697	886
Technology Training Sessions	9	9	35	39
Technology Training Attendance	6	3	20	23
Training Center Use by Other College Departments	0	0	0	0

LibAnswers & Social Media				
LibAnswers	10	15	555	535
Facebook Followers	510	494	510	494
Facebook Engagement	1	28	129	108
Instagram Followers	72	70	72	70
Instagram Engagement	0	3	0	16

LibGuides – LibGuides was used about as much this month as in February. For March, we had a total of 2,349 views by BCCC students which is on par with the 2,475 views we received in February. The most popular guides this month are MLA 8th Edition (818 views), APA Papers 7th edition (469 views), OD (263 views), Library Handouts (167 views), and Training Schedule (113 views).

PROMISE ACADEMY

Spring 2022 Mid-Term PA Report

MAT86

Retention Rate	90%
Pass Rate	72%

RENG91

Retention Rate	70%
Pass Rate	70%

The students who were listed as failing and or stopped attending were called several times. They were urged to return to class and offered to make up missing assignments, tests and quizzes from Professors Price and Cook.

Baltimore City Community College

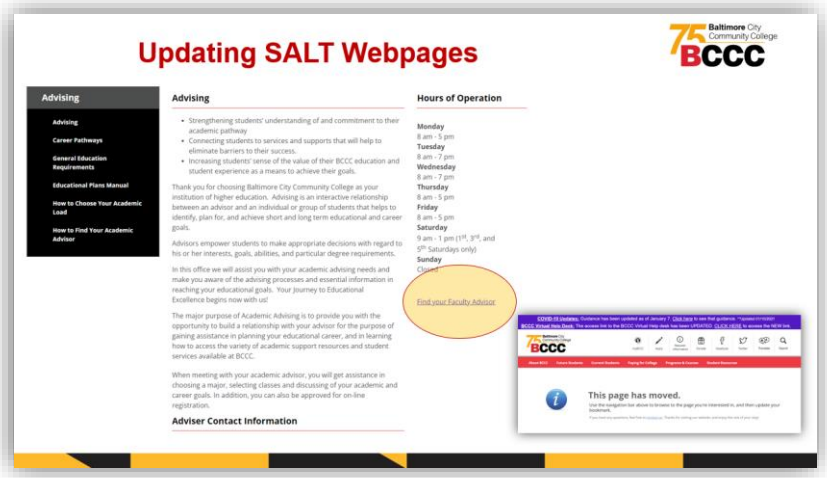
PRESIDENT'S UPDATE

Board of Trustees, April 20, 2022

Becky L. Burrell, Vice President of Institutional Effectiveness, Research & Planning

STUDENT AFFAIRS

Interviews for the Vice President of Student Affairs started March 30, 2022. Members of the Cabinet and Student Affairs are participating in the interviews. The search for the Assistant Vice President of Student Affairs began March 31, 2022. In the interim, the Vice President of Institutional Effectiveness, Research and Planning has developed three (3) working groups to advance operations: (a) Enrollment Management, (b) Special Populations, and (c) Student Services. The Enrollment Management working group is focusing on developing Recruitment Days and the Banner preparations (i.e. communication plan) for fall 2022. The Special Populations working group is developing virtual and relaunching in-person orientations to support summer and fall registration. The Student Services Working Group is leading the content update for the SALT webpages which will also serve as text for printed materials. Many of the SALT departments do not have marketing materials to share with students and prospective students. A student survey is under development to capture feedback on the best approaches to communicate with students. SALT meets weekly and its leaders have scheduled and "open door" meetings with the vice president to advance their work.



The **Student Affairs Leadership Team (SALT)** retreated on Friday, April 8 and 11, 2022 to develop operational plans for each department to coordinate initiatives within and outside of Student Affairs. Operational plans outline strategies to strategically impact enrollment, course completion, persistence, retention and certificate/degree completion. The Vice President of Institutional Effectiveness, Research & Planning and the Director of Assessment created planning templates and provided guidance to develop these living documents. SALT also received training from Human Resources regarding the differences between the Family Medical Leave Act and the Americans with Disabilities Act as well as an orientation for the upcoming Performance Evaluations due June 30, 2022. The leaders also engaged in a robust discussion lead by the Director of Institutional Research regarding the College's historical and projected enrollment as fall registration opened March 9, 2022 in an effort to align operational initiatives with the institutional target of 4,682 headcount for fall 2022. Fall 2021 headcount was 3,864. The

ADMISSIONS RECRUITMENT

Summary of Admissions Operations for 01/02/2022 till 04/06/2022

- Total Applications submitted: 9,889 (formstack)
- Total Applications 7,601 (enrollment status report)
- Total Transcripts downloaded and processed from parchment 683
- Emails: 3,250 sent emails
- High School Visits:19 High Schools (973 total students)
- College fairs: 7
- Latinx Recruitment events 1
- Non-Profit information session - Delta Sigma Theta Sorority & Adult Learners

Total Next Steps Presentations

- January: 6 webinars total attendees 51
- February: 6 webinars total attendees 44
- March: 7 online seminar total attendees 40
- April 7 2 online seminar total attendees 13

Latinx Recruitment & Retention

- Centro Sol Engagement (ongoing).
- CASA de Maryland State Financial Aid Application (MSFAA) Workshops (ongoing).
- Training for MSFAA March 31st.
- MSP presentations in Spanish, Application Days at CASA April 23rd and April 30th
- High School visits to Digital harbor, New Era, Patterson Park presentations geared for Latinx students.
- Attended the Baltimore County New Americans Advisory Board meeting – networking with Baltimore County Organizations for resources and event opportunities with the Latinx community.
- Latino Providers Network monthly member meeting- Sharing college information with over 50 Baltimore City agencies that serve the Latinx population.
- Attended Latino Racial Justice Circle board meetings second Saturdays of every Month - Outcome - student book awards or tuition awards for immigrant students that don't qualify for financial aid.

Upcoming Events

- Collegebound Symposium Week of 4/23 /2022 9 Baltimore City high schools (juniors and sophomores)
- Baltimore Orioles & City Schools -College and Career Fair Invitation 4/28/22 up to 2,000 students. Thirty-eight total high schools will be in attendance
- Application Day Digital Harbor high school April 21st expected 100 students
- Ben Franklin high School senior MSP information sessions – expected 20 students
- City School Persist Submit 5/04/2022 expected 100 students – potential MOU partnership.
- GED Graduation 6/04/2022 expected 84 students.
- Maryland Coalition of Families 6/25/2022 expected 100 students.
- John Hopkins Summer Programs 08/03/2022- expected 100 students.
- Somos Baltimore Facebook show – Latinx Recruitment date TBD – over 10,000 followers Baltimore City Latinx community.

Call Center

- Working with IT to Resolve the Phone Issues with Dropped Calls.
- Working with IT on updating the systems to an IVR – a Phone Tree Where Students Can Connect Directly to Departments.
- Working with IT to Build Reporting Tools for the Call Center for more Accurate Tracking to Support Service Resource Needs.
- Average Approximately 150-200 Calls/Day.
- Assessing the Virtual Help Desk & Call Center Operations.

Admissions Front Counter Office Operations

- Onboarded a new front desk staff Member to help triage of the students coming in person.
- Created a virtual QR code for students to sign in via a touchless method.
- Total number of students served in the office: 329.

Barriers to Enrollment

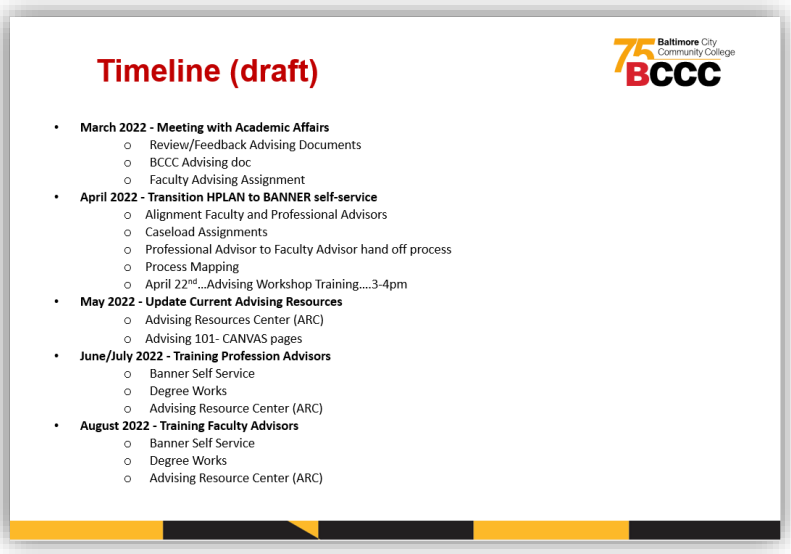
- Applications Delayed Processing (Solution with Banner Implementation)
- Delay of Acceptance Letter Processing (currently manual download by IT)
- Spam Applications Continue (Banner CRM Recruit Solution)
- Assessment/Test Results for the Alternate Assessment Not Immediate (Academic Training & Banner Implementation)

ADVISING / STUDENT SUCCESS CENTER

The Student Success Center (SSC) services continue to be available to support students virtually and in–person. The Center has noticed an uptick of requested in-person service in April and have been intentional in outreach activities to connect students to the various on campus resources. The staff engaged in two Pop-Up advising activities discussing with students advising resources available to support.

Type of Student Contact	Totals
Zoom/Virtual Meeting	491
Email	34
In/Out-Coming Calls	96
In-Person	295
Total	**916**

Registering for activities continued this month to enroll students in Accelerated II courses which began on March 9th. An early registration campaign for summer and fall has begun to support currently enrolled students. SSC continues to engage in collaborative activities with enrollment management areas and departments across Student Affairs and the Academy. The Director of the Student Success Center has been charged by the Vice President of Institutional Effectiveness, Research and Planning to revitalize the College's advising model and early alert system. Initial meetings with the Vice President of Academic Affairs provided discussions towards enhancing the current advising model and coordinate the working relationship between the professional advisors in SSC, Deans, Associate Deans, Program Coordinators/Course leaders and faculty advisor. The evaluation of the model will require working with IT to update the process mapping activities for the transition of current legacy system to Banner. The Student Success Center continues to be an active member of the Banner ERP implementation supporting data validation activities. The team with be continue to be active with the end-to-end testing in April.



A new Student Success Advisor starts Monday, April 18, 2022, and the search for a second candidate is expected to yield another professional advisor in the coming weeks allowing for more opportunities for students with 12 or few credit hours or students on probation, warning or dismissal to received support.

ATHLETIC DEPARTMENT

The men's and women's basketball coaches held tryouts for enrolled students. The goal was two-fold. The Director of Athletics wanted to alert the campus that the athletic program was being reinstated after a 2 season hiatus due to COVID and to recruit students who have the skills to compete at the college level.

An Open Tryout is being planned for April 2022. The Open Tryout is targeted for high-school seniors who have not already committed to other institutions. The coaches have been visiting local area high-schools and showcases conducted by amateur coaches in the region. The men's and women's basketball coaches have established themselves within the sports community in Baltimore. Aside from direct recruiting the Athletic leadership is constantly engaged in, they are also attempting to create a buzz among the coaches.

The Under Armour agreement has been signed by all parties. The agreement allows BCCC to purchase uniforms and athletic shoes from a designated Under Armour dealer (BSN Sports) for 40% and 35% off of retail prices.

DISABILITY SUPPORT SERVICES

In the month of March 2022, the Disability Support Services Center (DSSC) provided a total of 5 new intakes and conducted a total of 10 renewal accommodations for students in preparation of the Summer I, II semesters. DSSC staff also conducted outreach to student via the Center's listserv to disseminate information concerning graduation, summer and fall registration. The Director conducted several in-person student/parent meetings to discuss and clarify the process of receiving accommodative services at the college. A Student Success Lunch and Learn workshop was conducted to reinforce the participants' understanding of disability services and access among the college campus. DSSC staff continues on-going collaboration with following departments: Student Success, Student Life and Engagement, Admission, Student Support and Wellness, TRIO, Student Athletics, Students Accounting, Bookstore, Marketing, Testing, Human Resources, Office of Institutional Research, Deans and Associate Deans in Humanities, Arts/Sciences as well as BSTEM. Lastly, DSSC will conduct a Student Success workshop in collaboration with Turnaround Incorporated in recognition of sexual assault awareness month. The workshop will be held in the first week of April and will focus on sexual assault among Disability Students.

DUAL-ENROLLMENT

The Associate Director of Dual-Enrollment's work with Student Affairs and Academic Affairs has yielded more than 250 students for Spring 2022 between 11 schools both BCPSS and private schools. Redefining the DE Process has including discussions, research, and comparisons with similar Colleges with DE programs. Based on several discussions with the Vice President of Academic Affairs, input from Baltimore City Public Schools (BCPSS) points of contact at the High School level and the district level an updated list of materials is being developed. Marketing has been included in the process of how to display this new updated information both in print and online. Included in these materials are previous BCCC Courses and what requirements they meet at the High School and BCCC level. A review of marketing resources with BCCC Staff and BCPSS staff is in process.

The current DE application process has opportunities for improvement for BCCC and BCPSS. Plans to implement a deadline driven process on for both organizations is currently being developed for the 2022-2023 academic year. The following opportunities are under discussion:

- Developing a Standard Operating Procedure
    - Dual Enrollment Application Timeline/Brochure
    - Comprehensive list of BCPSS Classes Offered in DE
    - Established Application & Process Deadlines
- Creating a Standard for Admission/participation in Dual Enrollment Program & Classes
    - Dual Enrollment Application Timeline/Brochure
    - Approved list of BCPSS Classes offered in DE
    - Established Application & Process Deadlines
- BCCC DE Marketing Materials/printed Brochure and Online Consistency
    - Roadmap/Pathways materials in DE Brochure – free for qualified BCPSS Students
    - Reinforced by Personal Interactions with Associate Director and Recruiters (Students & Administrators
    - Recruitment – Visits, Fairs, Area Events
- Faculty/College Wide Interaction
    - Faculty Recruitment and Advising
    - Registration
    - Student Support Services
    - New Registration System (BANNER)

Based on a 3-year comparison completed by the Registrar's Office, a targeted list of BCPS High Schools has been compiled taking into account the type of school; Accelerated (4), Honors (8), and ESOL (4) populations to assist Admissions with the LatinX recruitment. Consideration has been taken in regard to established relationships with BCCC which included 9 school (4 of which were private schools). Attracting and retaining Home Schooled students and non-BCPSS schools is in progress.

FINANCIAL AID OFFICE

The financial aid department completed the End to End for Banner training and data validation and expected to start packaging students for 22/23 Award Year by end of April.

The financial aid department completes the following reports daily and weekly for Title4 compliance:

- Reviewed Verification and C- Codes Reports and cleared over 40 students with V4 and V5
- Reviewed SAP report and cleared 18 students.
- Reviewed R2T4 report and completed 11 R2T4
- Reviewed IT problem ticket report
- Reviewed negative disbursement report and corrected 15 students.
- Reviewed Program Change report and corrected 80 students' program in Regent to match HPLAN
- Reviewed SBL Reports: There are over 689 records errored out due to SBL issues affecting students funding. Some of students' courses are not coming into Regent and reversing the awards. This issue is a constant battle between IT, Registrar, and Financial Aid office. We cannot have these errors continuously, affect students' funding, and put college on the red flag with compliance.
- State Awards: Finalized the students enrollment status with various Centralized Maryland State grants. Part-Time State grant still pending for IT to award since January, and IT has not completed the configuration yet.
- Reviewed Awards/ Disbursement report and completed EST twice a week and streamlined the EST automation process and configuration in the Regent system to work more effectively. Worked with AR and FSA to reconcile the federal, state, and institutional funds twice a week.
- Provided Training to the Staff for R2T4 and FWS
- Created the verification process for Regent and Banner

Students Served

- Virtual Help Desk 214
- Walk-ins 125
- Phone calls 150
- Emails 186

INTERNATIONAL STUDENT SERVICES

International Applications & Outreach

Students are continuing to express interest in attending the College from overseas. There has been a dramatic increase in applications since the College returned to in-person classes for all programs this semester. Staff are working closely with other Admissions colleagues to become proficient using the College's CRM, Connect (previously "Hobsons"), to send general acceptance letters and targeted communications.

On March 15, 2022, ISS staff met with a representative of an Ivoirien Youth association based in Baltimore, RJEIM (Rassemblement de Jeunes Etudiants Ivoiriens du Maryland) to help explain the international application process for students arriving in the USA from Cote d'Ivoire.

Payment Options
International Student Services staff made several dozen attempts to reach international students (those students who are not US citizens, including students on F-1 student visa), to convince students to pay their delinquent bills to avoid being disenrolled from classes. ISS staff made several recommendations to improve the communication between Admissions, Student Accounting, Registration, and students, and devised a new query in coordination with Student Accounting to identify student records which should be examined for residency anomalies. Admissions staff in response is contacting students whose residency documents need to be updated.

Ellucian Enterprise Resource Planning (ERP) Implementation
The International Student Services team participated in many Ellucian trainings, meetings, and helped identify coding concerns as we transition our current general and international admissions processes to Ellucian and CRM Recruit. Our staff participated in an overview of CRM Recruit, and raised questions of the vendor concerning integration of international application processes required by F-1 visa requirements.

Maryland International Education Consortium (MIEC/Study Maryland)
Our International Student Advisor, Dr. Sung Yoon Kim, was elected as Treasurer of this statewide nonprofit organization. She quickly instituted some fiscal changes to allow member institutions, such as BCCC, to pay their annual fees electronically. Our Coordinator of International Student Services, Mr. William Hug, met with EducationUSA representatives and US Commercial Service representatives in Banjul, The Gambia, and virtually with representatives from Hong Kong (03/14/2022), and South Africa (03/15/2022). He and a colleague from Montgomery College conducted a train-the-trainer workshop on the U.S. community college system to educators during the videocall with the South African Ministry of Education, based on a proposal he had developed with MMIEC colleagues for EducationUSA to spotlight why international students choose community colleges. Both Dr. Kim and Mr. Hug are involved in the MIEC planning process for Maryland's annual "Maryland International Education Day," to be hosted by MIEC virtually on April 22, 2022.

MAYOR'S SCHOLARS PROGRAM (MSP)

Student Support
The average student interactions for March decreased this month from 7 students to 3 students per day. In addition to outreach to students who needed extra support with academic issues, continued planning and execution of the academic awareness workshops took place. Topics included SAP (Satisfactory Academic Progress); Time Management, and Life After Graduation.

Outreach
On March 18, 2022, BCCC hosted the CollegeBound Foundation, our largest recruitment stakeholder, during their March Professional Development Day. MSP led a presentation on the topic of the pathway to free tuition through the Mayor's Scholars Program. BCPSS and CollegeBound Foundation recruitment highlight the need to continue strategic outreach efforts with schools and community partners to provide accurate information about academic and workforce programs and services available at BCCC.

The Mayor's Scholars Program collaborated with Admissions to provide information regarding MSP to City Schools and partners such as the CollegeBound Foundation through onsite high school visits and information sessions. In addition, ongoing communication continues with MSP stakeholders to prepare for the fifth incoming MSP summer cohort.

Institutional Integration
In April, SALT will have its first strategic planning retreat. Planning for intentional and efficient ways to integrate MSP with broader college operations continues. Collaboration continues with VP Burrell and the SALT

sub-committees to identify strategies for strengthening initiatives including retention, student success advising, and tutoring.

RECORDS & REGISTRATION

Banner Implementation
Participated in numerous training sessions to support Banner implementation.

Staffing
Records and Registration completed the interview process for the Office Specialist position and forwarded the top 3 candidates to the Interim VP Student Affairs to complete the interview process. This position will concentrate on administrative duties and include purchasing, records control, greeting visitors, responding to customer inquiries through phone calls and e-mails, data entry, and other administrative activities. The position provides direct secretarial support such as scheduling appointments, sending correspondence, data compilation, and filing.

Academic Calendars
Established academic calendar committee. Revamped academic calendars to produce 3-year calendars to be in alignment with best practice and to allow students the opportunity to have more variation to class schedules as well as enhance graduation rates.

Created analysis of academic calendars for all Maryland community colleges to create better alignment amongst institutions.

Course and Room Scheduling for Spring 2022 sessions
Collaborated with Academic Affairs to upload course schedules into HPLAN for students to register for spring 2022. Built the 25-Live classroom scheduling tool to allow more efficient and timely room scheduling.

Registration Activity
Assisted with registration for program coordinators for special populations (Dual Enrollment, PTECH, MSP, One Step Away), the virtual help desk, and registrar public folder. Processed over 572 student registrations for summer I 2022.

Degree Audits/College Transfer Credit Articulations
Both degree audits and articulations to award college transfer credit were conducted. As of March 31, 2022, Records and Registration (Graduation Services) conducted 923-degree audits with 527 pending audits for spring 2022.

Graduation Services evaluated 143 transcripts and entered 1,100 transfer credit into HPLAN student system.

With two Graduation Services staff members, Records and Registration is now better able to manage degree audits and the huge surge in transfer articulations. The office has also been able to be more proactive in communicating information about graduation, when students will be mailed their Diplomas, etc. Previously only one person managed this function.

Outreach Initiatives
Initiated outreach activities to include marketing campaigns, outreach phone calls, texts, and regular emails to promote registration options for students who had not yet registered for spring 2022.

Commencement 2022
Convened commencement committee to focus on commencement-related activities for May 2022 Commencement. https://www.bccc.edu/commencement

STUDENT LIFE & ENGAGEMENT

In March 2022, the Office of Student Life & Engagement continued to host virtual and in person programming, as well as continued in preparations of programming for April and May. Staff are working to ensure that they are programming for a student's overall wellness, through use of the wellness wheel which includes social, emotional, intellectual, spiritual, financial, physical, occupational, and environmental programming. Further, it is imperative that the office programming and initiatives include aspects of community, collaboration, and inclusion. This includes programming during spring semester around community service, democratic engagement, leadership, diversity, accessibility, and inclusion, and more.

Student Life & Engagement continues to improve their operational functioning, with updates to the website, canvas page, as well as updates within their suite moving items virtually, etc. Staff is working to overview the results from the Welcome Week survey that was sent to all attendees in moving forward for Fall 2022 Welcome Week.

This month staff encouraged donations for items for the food pantry to open it to those interested in the items present before the donations expire, and because there are many toiletries that we have, including menstrual products, kits, etc. We will continuously be seeking donations for the food pantry and have since received information from Hungry Harvest on a collaboration in which they will supply fresh foods and dry food staples monthly to the pantry, with reduced feeds. Hungry Harvest is a Baltimore based nonprofit that works with CCBC, PGC, and other community colleges in Maryland.

There have been many updates to the old game room, room 01 located next to the MNB Lower Atrium. The flooring, painting, TVs and single stall units for the 3 gaming areas, and installation of the student worker information desk is updated at this moment. Students have seemed increasingly interested in this space, and Student Life & Engagement is excited about the future of it, as well as being able to hire student workers for the area.

Activities and Events
March 2, 2022 – Heart Health Day, 1 – 2:00 pm, MNB Lower Level Atrium: In recognition of Heart Health Awareness an information table on healthy snacks was set up. Students were able to enjoy some healthy snacks, bottles of water, and to learn about heart health. This was a co-sponsored event.

March 4, 2022- Michelle Obama "Becoming" Book Club Interest Meeting, 1 – 1:30 pm, Virtual: An interest meeting was held for the "Becoming" book. This book club is going to be held in a future month as we get more interest. Students who attended the fall Michelle Obama virtual event will be emailed as well to sign up.

March 9, 2022 - Student Engagement Fair: Event co-sponsored with SGA, information is on their board report.

March 9, 2022 Free HIV & STI Testing, 10:00 am – 1:00 pm, MNB Cafeteria and Outside the MNB Lower Atrium Entrance: The JACQUES Initiative and STAR TRACK came for free sex position education, LGBTQIA+ friendly STI and HIV testing. There were a total of 20 students that participated in testing, and 35 that came by the JACQUES Initiative table that was located outside of the cafeteria.

March 10, 2022- War in the Ukraine: Cause & Impact, a Virtual Frederick Community College Faculty Discussion, 11:00 am – 12:30 pm: This event was promoted to all of the MD Community Colleges, so we promoted on canvas and via email to students.

March 16, 2022 - Voter Registration: Event co-sponsored with SGA, information is on their board report.

March 23, 2022 – Free HIV Testing with The JACQUES Initiative, 2 – 4:30 PM, MNB Lower Atrium: Students signed up and dropped in for information regarding sex positive education, as well as free HIV testing. There were a total of 15 students that were tested, and 30 that came through for information.
March 31, 2022 – Women and Irish History Trivia: Event co-sponsored with SGA, information is on their board report.

TRIO STUDENT SUPPORT SERVICES PROGRAM

In March, TRIO Student Support Services Program staff served 192 new and continuing program participants by providing services to support retention and academic success. Services included academic advising, monitoring students' progress, transfer assistance, advocacy, and referrals to college departments such as Student Support and Wellness Services, tutoring, Financial Aid, and Disability Support Services. Contacts include virtual sessions (42), in-person sessions (17), telephone calls (30), email (30), Canvas announcements/mass emails (15), and workshops (15).

SSS staff offered various opportunities to share information and increase involvement and non-cognitive skill development. The Empowerment Hour provided a platform where participants engaged in stimulating discussion relevant to their experiences inside and outside of the classroom and a strength-based approach was used to highlight their successes to overcome their challenges. General Studies – Nursing Application Criteria Review Session provided an overview of the Nursing program's selective admission application criteria and process. The workshop helped students understand the process and emphasized strategies for a successful application. Student Support and Wellness collaborated and offered a seminar entitled Improving Boundaries for Self-Advocacy exclusively for SSS participants. Workshop facilitators Roxanne Andoh and Faith James led a lively discussion that centered on establishing healthy boundaries with real- scenarios to improve mental health and well-being.

Recruitment and outreach initiatives included 12 virtual and in-person classrooms visits to sections of SP 101, ENG 101, ENG 102, and PRE 100. Additionally, efforts included telephone calls, emails, social media ads, and virtual open house sessions. This month the program received eleven program applications and onboarded eight new participants.

TRIO UPWARD BOUND MATH & SCIENCE PROGRAM

Upward Bound Math and Science (UBMS) hosted two virtual Saturday sessions for students on 3/12/22 and 3/26/22. During the sessions, students received academic instruction in Canvas in the following subjects English, robotics, mathematics, Career and College Awareness, and Computer Science, and additional support after school as needed.

Highlights include:

- Faith James, University of Maryland Social Work intern, led social-emotional learning activity during both sessions.
- A review of the Youthworks Summer Employment program offered an overview of the application process and personalized assistance and troubleshooting.
- Self-guided SAT prep lessons on the Princeton Review exposed students to online drill, videos and practice questions.
- Cynthia Cabral of Iris conducted a Reading Memory workshop to introduce strategies to help students improve cognitive skills.
- Dr. Holland provided technical support for new students and those who experienced issues with passwords or access to Canvas.

Recruitment efforts focused on contacting students who expressed interest in the program. Staff called thirty students and followed up with students by email that did not answer. Interested students and their parents attended a Zoom interview and completed the program application. Two students were approved and completed the orientation. Planning is underway for the summer 2022 program tentatively at Towson University from June 25 through August 5, 2022, to re-engage students in the in-person experience. Also, the program enrolled in Youthworks to offer summer employment opportunities for eligible students.

UBMS staff reached out to students during the week to discuss academic progress or concerns and remind students to complete their Youthworks applications. Additionally, efforts were made to re-engage students who were absent or stopped attending.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, April 20, 2022

Mr. Michael Thomas, Vice President, Workforce Development & Continuing Education

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION (WDCE) DIVISION

WDCE classes have moved to a combination of in-person and virtual instruction, with additional resources for academic support and both remote and in-person testing. Across all program areas, 725 students were enrolled in March 2022.

ABE/ELS Program Improvement – Community ABE, ESL, and Refugee classes start each month. In addition, Citizenship classes start quarterly.

- In March, through funding provided by the Consolidated Adult Education and Family Literacy Grant (MD Labor) grant, the ABE Department started 20 GED classes (6 in-person classes at Harbor campus), including 1 CNA IET class and 1 GED Math preparation course. The total enrollment for newly enrolled ABE students is 292.

- In March, through funding provided by the Consolidated Adult Education and Family Literacy Grant (MD Labor) grant, the ELS department started 15 Community ESL classes in March, including 4 classes at two partner City Schools sites (Lakeland E/MS and Curtis Bay ES) and one IELCE/IET CNA course. The total enrollment for newly started March ESL classes is 240.

- The ABE and ESL departments successfully onboarded 10 new, highly qualified instructors.

- The ELS department registered 78 refugees in 4 Refugee Assistance Program classes (funding provided by DHS-MORA) in March. Furthermore, the ELS department has responded to the Afghan Humanitarian crises by running more than 3 times as many classes to date in FY '22 as compared to FY '21. In student numbers, the ELS department served 61 refugees from October 1-March 31 during FY '21. During that same period in FY '22, the department served 237 refugees, representing a nearly 300% increase.

- The ELS Department has registered over 70 new students in 8 Citizenship classes (funding through USCIS), which will begin April 18.

- The ELS Department, in partnership with Workforce Development, started a second cohort of students in an Integrated Education and Training (IET) program for Certified Nursing Assistant (CNA). This class began March 28th and will complete training and certification by June 30th. 10 students have been registered, many of them direct referrals from the Refugee Assistance Program.

- The ABE department started the first Math Clinic class, targeting students who only require this subject to pass their high school diploma exam. 10 students are currently registered.

- The ABE continues to develop a service-learning practicum with the Coppin State Graduate School of Education to place a graduate student in ABE/GED program at BCCC.

- The ELS Department finsihed a 5-week professional development course for instructors on the use of Canvas, *Stand Out* curriculum, as well as best practices for specific English proficiency levels with a focus on newly arrived students with little to no literacy skills.

Workforce Development Program Development and Expansion – The Workforce Development (WD) Department enrolled 115 students in training programs in March 2022. Workforce continues to expand partnerships with local community and health agencies to provide opportunities for students to gain training and improve their career outlook. Additional activities include:

- In March, 50 students completed clinical externships with several of our partners; University of Maryland Medical Center (UMMC), Kennedy Krieger Institute (KKI), Future Care, Assisted Hands, and Johns Hopkins Hospital (JHH).

- Workforce continues to expand current partnerships to include additional training opportunities as well as looking for new and innovative partners to meet the needs of the BCCC community. These partnerships provide more practicum and employment opportunities for students in all Workforce programs.

- Community Health Worker students successfully completed their first clinical opportunity with Kennedy Krieger Institute in March. Four (4) CHW students were offered permanent positions with KKI because of their performance in clinical training. Renaissance students have completed their course work and are preparing to begin their clinical externships with UMMC in April.

- Workforce is working with Baltimore City Department of Social Services (BCDSS) to identify and train students in specific programs and prepare them for employment upon completion. As a result of the BCDSS partnership, workforce hired a Program Specialist and an Intake Specialist to assist with student intake and follow up.

- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In March, Career Development continues to offer Job Readiness classes for students completing training in Healthcare, Human Services, Information Technology and Administrative Services.

Career Services

- Career Services partnered with UMMC to offer PCT cohort. There is a total of 20 students enrolled in the first course of PCT: Advanced Nursing Skills Theory.

- The Career Services team assisted UMMC with testing and making selections for the Pharmacy Technician Apprenticeship program. Students start April 14th.

- WDCE has continued the ongoing partnership with BACH to offer workforce development programs.

- WDCE will focus recruitment efforts on 75 SNAP approved students this Spring/Summer. Career Services and Workforce have updated a comprehensive intake process and will continue with recruitment for April programs. The SNAP E&T funding will provide workforce training programs in healthcare and hospitality. All students participating in the SNAP program will also receive job readiness training.

- Workforce and Career Services worked closely with the Director of Budgets and Contracts to update the DSS budgets to include Community Health Worker, CDL, and Warehouse. WDCE will train 300-400 students yearly for DSS grant. Career Services will assist with recruitment, managing weekly information sessions, and the intake process for students, while also providing job readiness training to all enrolled students.

- YouthWorks – WDCE has submitted the initial site application for Youthworks, Mayor's Scholars Program (MSP) and ELS' own Refugee Youth Project. Youthworks will extend its deadline for applications to April 15th. The ELS Director will work with CASA de Maryland to confirm their continued financial support (stipends) of undocumented MSP students.

- Career Services is working closely with ABE and Elev8 to offer a pilot adult high school program (APEX) . Students are scheduled in Apex and monitored by instructors and the Transitions Coordinator.

- Career Services assisted with student recruitment for the IET/ABE Certified Nursing Assistant program as well as the IELCE/IET CNA program. The Transitions Coordinator facilitated 5 information sessions. The recruitment yielded over 70 students interested in the two programs.

- Career Services provided job readiness and clinical preparation for Phlebotomy students at Renaissance High School. Students completed modules on resume development, interview skills, and six key customer services skills for professionals in healthcare. Students have also completed CPR and are completing the process of registering for clinicals.

- Career Services has ongoing recruitment for employment and internship opportunities with employer partners including: Baltimore City Government, Whiting Turner, Children's Guild, M&T Bank Stadium, Southway Builders, Baltimore Police Department, Baltimore Teachers Network, and DaVita.

- 2022 Mayor's Senior Recruitment & Postsecondary Fair – Career Services participated in recruitment with all Baltimore City High Schools. The following schools were visited this month to promote MSP and Workforce Development programs offered by BCCC: Patterson High School, Renaissance High School, Career Academy, Augusta Fells Savage High School, Benjamin Franklin High School, Excel Academy High School, and Independence High School

Partnering with Baltimore City Schools – Several initiatives led by WDCE support implementation of the college's Career Pathways, increase early college access, and support for students' transition to college.

- P-Tech worked collaboratively with BCCC and BCPSS staff to complete the FY 22 P-TECH Supplemental Grant Addendum, due March 25, 2022.

- P-Tech worked in conjunction with Johns Hopkins Corporate Liaison to create shareable student data points.

- P-Tech communicated weekly with BCCC faculty and staff regarding student performance reports.

- P-Tech collaborated with BCPSS schools New Era, Dunbar, and Carver High School to communicate student performance reports and provide solutions when warranted.

- P-Tech developed a retention strategy by partnering with BCCC Academic Affairs and New Era Assistant Principal to develop a scope and sequence plan to provide students with the opportunity to complete **all CTE classes** and earn a **TSCM certification** before their senior high school year.

- Workforce submitted the initial site application for Youthworks, which supports students in the Mayor's Scholars Program and the International Summer Academy (ISA) hosted by RYP. WDCE received official approval to commence assigning students to sites. Career Services, ELS, and MSP will continue to collaborate to ensure students are properly assigned.

- The ELS department, in partnership with City Schools, began its Refugee Youth Project (RYP) afterschool programming on February 28th at Patterson High School and on March 1st Moravia Park Elementary. In total, RYP has registered over 120 refugee and asylee youth, providing English language instruction, arts and science enrichment, and college and career readiness curriculum.

ENVIRONMENTAL SERVICES AND FACILITIES

Environmental Services and Facilities – This department provides ongoing cleaning, maintenance, and repairs for all campus facilities. This team also supports campus special events, the mailroom, and property control. In addition, the department plans and manages the 10-Year Facilities Master Plan.

- Facility Renewal and Deferred Maintenance projects continue, and construction began for the following projects: Cameras and Access Control, ADA water fountains, Life Science Building Greenhouse coatings, LSB Chiller Repairs, HVAC replacements for the IT closets, South Pavilion Roof Replacement, and South Pavilion HVAC repairs.

- The old Gameroom/New Student Life Center construction continues with installation of lighting, painting, glass partitions, and the entrance desk.

- The design award for the Bard demolition project is on the Board of Public Works April 27th agenda for approval of $282,591 to engineering firm RK&K to prepare the demolition construction drawings. The design contract is estimated to be complete within 6-9 months, which will provide the College with bidding documents and ultimately temporary landscaping pending redevelopment of the site.

PUBLIC SAFETY AND SECURITY

Public Safety 24-hour Monitoring and Security -- Security for all campus locations includes camera surveillance, access control monitoring, and officers on patrol (security rounds and stations).

- Public Safety supported the PNC Bank Mobile Branch located at South Pavilion. The partnership will continue every other Monday with the next session to be held on April 4.

- Public Safety continued to work with internal partners on the Spring 2022 Campus Climate and Sexual Assault Student Survey. The survey went live and will be open for input through April 8 or later if deemed appropriate.

- Public Safety attended the Kick-Off meeting for the Camera and Access Control project. Public Safety will continue to support this project for the upcoming months.

- Public Safety supported the Collegebound Foundation meeting by coordinating access and parking, as well as provide assistance to visitors on campus.

- Public Safety supported the in-person CDL, GED, and Youthworks programs at RPC and WDCED.

- Public Safety supported the return to on-campus activities for the college community. Public Safety members continue to enforce safety measures including mask-wearing and COVID-19 screening procedures.

- Public Safety supported the CVS COVID-19 Testing and Vaccine site in South Pavilion, coordinating access and providing assistance to clinic staff and patients.

- Public Safety staff continued to produce and distribute identification cards for students and faculty/staff while following safety protocols including masking, social distancing, and physical barriers. An appointment system using idcards@bccc.edu was implemented and has been utilized to enhance safety by limiting the number of people serviced at one time.

- Public Safety supported the Loop Road construction project, managing campus access and enforcing COVID related safety measures.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, April 20, 2022

Finance & Administration

BUDGET OFFICE

1. **Highlights**
   - The Budget Office has prepared a new tracking system to record and monitor the status of legislative fiscal notes using Smartsheet. The use of Smartsheet platform will enhance the ability of the Director and staff to correspond with respondents, automate repetitive tasks and workflows, and manage content production.
   - Data objects have been created for standardized financial reports that will be used to create data blocks in Argos. The data blocks will be used to create meaningful financial reports aimed at strengthening financial reporting, accountability, communication, and transparency.
   - The staff continues to work diligently with the Banner implementation team on the development of the FMIS crosswalk tables. Additionally, the staff have begun testing key transactions in Banner to ensure that the FMIS to Banner interface file is successfully transmitted.

2. **Appropriation Year (AY 22) Revenue Summary as of 03/31/2022**

Revenue Fund	Revenue Amount	Notes
General (Unrestricted)	$ 51,628,790	(Includes Bookstore of $715,855)
Restricted	$ 12,848,387	(Includes WBJC of $1,385,137)
Total Revenue	**$ 64,477,177**	

Unrestricted Revenue: Total Unrestricted Revenue through March FY 2022 is $3 M (5%) lower than the revenue earnings through the same period FY 2021.

- *Tuition & Fees: increase 1%.* The overall decrease in tuition and fee revenue is due to a lower enrollment than anticipated for the Spring 2022 semester. There is a 29% decrease in the Spring 2022 revenues when compared to FY 2021 during the same time. There was a decrease of non-credit tuition and fees of $182,940 (22%). Please note that in FY 2021 Summer 2 and Fall were recorded into the wrong appropriation year $514,788 and $708,630, respectively. These students registered early in FY 2020.
- *Sales, Service, Aux & Leasing: Increase of 115%. A* deferred leasing agreement was signed by Lockwood and the College. Outstanding lease payments, totaling $416,343 have been received. Therefore, Sales, Service, Auxiliary & Leasing revenue earnings are significantly higher than this time in FY 2021.
- *Bookstore Revenues: decrease 21%.* There is a decrease of 21% in Bookstore Revenue categories compared to the same period last fiscal year. New textbook sales are down 16%. Books were given to the students at no cost during the summer semester to assist BCCC's students in achieving their academic Goals.

Restricted Revenue: Total restricted revenue through March of FY 2022 is $3.0 M (19%) lower than the same period in FY 2021. The primary driver of the decrease is a 23% decrease in Federal Grants as well as a 31% decrease for WBJC. The WBJC decrease is due to a reduction in Donations.

3. **Appropriation Year (AY 22) Year Expense Summary as of 03/31/2022**

Expense Fund	Expense Amount	Notes
General (Unrestricted)	$ 35,303,322	(Includes Bookstore of $ 864,348)
Restricted	$ 10,195,092	(Includes WBJC of $805,089)
Total Expenditures	**$ 45,498,413**	

Unrestricted Expenditures: FY 2022 Unrestricted expense increased by $2.8 M (9%) when compared to this same period in FY 2021 primarily due to an increase in expenses for personnel and contractual services, and the increase in payments to Ellucian for the new ERP (Enterprise Resource Planning) system.

Restricted Expenditures: FY 2022 restricted funds expenses increased by $295,882 (3%) year-over-year.

4. **State/Federal Reporting Upcoming:**

5. **Operational Process Improvement:**
   - The Budget Office has finalized the process of monthly reports to the President's Cabinet to go over the College's Budget. The process has been improved.
   - Three data models have been developed to forecast annual Tuition and Fee revenue. The models are being tested for accuracy using the actual monthly revenue performance.
   - The Budget team will receive training in Argos on report writing and dashboard creation.
   - The Budget Office is working with the President's Cabinet to improve the Budget Development Process to ensure a reliable and accurate Budget to ensure the College has the resources needed to accomplish the College's mission.

6. **BCCC Realignment Tasks**

The Office of Fiscal Planning and Reporting is finalizing two methods of projecting revenues and expenditures. The Office will contact President McCurdy and request permission to meet with President's Cabinet to review the two methods of projections to determine the best method of projections. Once the method of projections is approved the Fiscal Planning and reporting Office will work on Budgets that can be projected out five years at a time.

OFFICE OF STUDENT ACCOUNTING

1. **Highlights**
   - Continuous collaboration with Ellucian regarding process improvements as it relates to:
     - Third Party Billing Rules – Accounts Receivable Validation (Credit/Non-Credit) & Review, and Data Migration
   - Identified candidates for CARES Act funding for needy students.
2. **Student Accounting Communication Updates**
   - Billing & Collections notifications sent to students with outstanding balances for Spring 2022 semester.

- Collaborating with Marketing in modifying BCCC's webpage as it relates to "Refunding Schedule".

3. **Operational Process Improvements**
   - Collaborating with the Office of the Controller & Procurement in reestablishing Monthly MTA Passes for students.
   - Collaborating with Ellucian/Banner & TouchNet with the implementation of processes and systems.
   - Establishing a "Cut-Off Schedule" between Banner and respective departments, in preparation of phasing out HP LAN to Ellucian.

4. **Banner Office of Student Accounts Implementation Schedule**
   - The Finance and Administration Team has participated in the Banner Kick-off and implementation for the division (Student Accounts & Senior Analyst – Finance, Controller, Budget, Admissions Financial Aid and Registration).

Summary of Upcoming Events		
Transition Schedule/Calendar	**Target Timeframe**	**Status**
Banner – Testing – Banner Tables	Spring '22	4th Quarter (FY '22)
Banner – Testing – Student Accounts Receivable (e.g., Account Management, Cashiering & Reconciliation, Refunding, Billing, Payment Plan Implementation, Aging Cycle)	Spring '22	4th Quarter (FY '22)
Banner – Going Live –Accounts Receivable – Cut Off	Spring '22	4th Quarter (FY '22)

5. **Touch Net – Implementation & Training Schedule**

Summary of Upcoming Events		
Transition Schedule/Calendar	**Target Timeframe**	**Status**
Touch Net – Training (e.g., Billing, Refunding, Cashiering)	Spring '22	4th Quarter (FY'22)
Touch Net – Student Account Center Test Payments	Spring '22	4th Quarter (FY '22)
Touch Net – Configure Production: Student Account Center Mirroring Test Values	Spring '22	4th Quarter (FY '22)
Touch Net –Accounts Receivable – Cut Off	Spring '22	4th Quarter (FY '22)

PROCUREMENT

1. **Bookstore**
   - Between January 1, 2022, and April 1, 2022, the bookstore sent 3127 Spring 2022 textbooks/access codes to students, which totaled $ 287,808.55.
   - Textbooks/access codes and shipping will be free for all students enrolled for Summer 2022.
2. **Operational Process Improvements**
   - Creation of Book Order Tracking Log and MBE/VSBE Vendor

3. **Other Business**
   - For the month of March, a total of 38 purchase orders were issued for a total amount of $$4,293,406.04. This amount includes the Camera project amount and construction projects that were approved by the Board. The breakdown on the awards are as follows:

Construction	2	$532,118.00
Commodities	11	$3,586,642.84
IT Hardware	1	$6,000.00
Maintenance	6	$59,395.31
Service	11	$109,249.89

CONTROLLER'S OFFICE/GENERAL ACCOUNTING/GRANTS/FOUNDATION

1. **MHEC (Maryland Higher Education Commission) CC-4 Audit**
   - The Controller's Office is waiting for the auditor's final review of the CC-4 draft so the final report can be issued.
2. **BCCC (BALTIMORE CITY COMMUNITY COLLEGE) (College Audit) & BCCC Foundation Audit**
   - The Foundation Financials are getting ready to be issued. The auditors are in the final stages of review of the College's Financial Statements.
3. **CARES ACT Spending (HEERF (Higher Education Emergency Relief Fund) I & II)**
   - The Controller's Office continues to work closely with the bookstore to track the shipping charges. FUNDS – Institutional Funds (HEERF II) are being used to cover these expenses. A large procurement is in the works for the remainder of the HEERF II Institutional Funds.
   - The Controller's Office is tracking the expenditures related to the Student Spending (HEERF II), the Institutional Spending (HEERF II), the GEER (Governor s Emergency Education Relief) Spending (I & II), the PBI (Predominantly Black Institution) Spending (HEERF II), and the Recovery Now funds (HEERF III). The GEER I funds are now fully spent.
   - Annual HEERF Reporting work will start soon. This is a group effort to complete.
4. **Grants**
   - The Controller's Office assisted in providing information for new grants for the Foundation.
   - The Controller's Office continues to work with the Grants Development Office to provide support for several grants and programs.
   - The Controller's Office continues to work with the various divisions to provide support and reporting requirements.
   - Training for Grants setup was completed in Banner.

5. DUNS Conversion to Unique Entity Identifier (UEI) in SAM.gov and G5

- SAM.gov converted all DUNS numbers to a new Unique Entity Identifier (UEI). This new tracking is being now used in G5 instead of associating grants with a DUNS number. G5 is the US Department of Education's system for drawing down funds. As a result of this process, BCCC determined that an old DUNS number along with the correct DUNS number was associated with some of our grant awards. The Controller's Office worked with the G5 HelpDesk, the G5 FAS Team, Dun & Bradstreet and SAM.gov to correct all grants in both the grantee and payee side of G5 as well as COD to reflect the correct DUNS number. The conversion took place to UEI on April 4. BCCC's changes were made prior to that and the new UEI number is now associated with BCCC's grant awards in G5 and COD. If this change had not taken place, BCCC would not have been able to draw down funds for our students or use the COVID Relief Funds.

6. **Other**

- Foundation 990 – The Controller's Office has started gathering information for the Foundation's 990 tax returns.
- The Annual Working Fund reporting required by GAD was started. This report is used to detail the uses of the Working Fund and the balances at the end of the calendar year.
- General Accounting (including Grants) continued with Banner training. This is new for most of the staff.

ACCOUNTS PAYABLE

1. **Highlights**
   - The Controller's Office and Accounts Payable are working with the Procurement Office regarding Corporate Purchase Card collection and validation of information.
   - The Accounts Payable staff continue to provide support and information to departments that need to enter requisitions to clear up old invoices. Progress is being made.
   - Accounts Payable is transitioning to Smartsheet, a more efficient method of tracking invoices. This is a product that the Procurement office is using for other items being tracked.
2. **Challenges** - The transition to Smart Sheet has made significant progress but is not completed. As a result, the total payable outstanding amount is not available at this time. Updated information is expected to be available next month.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, April 20, 2022

Mr. Michael Rading, Chief Information Officer

TECHNOLOGY

Enterprise Resource Planning (ERP) Project

Implementation Engagements

Student records that included academic history information validations were completed in the new production Banner system. This was a key prerequisite ahead of planned work to prepare for additional modules in the ERP implementation.

The Human Resources department began using Banner to manage employee records on April 1 (the Financial Aid Module has been in use since February 28). Employee files were exported out of the legacy system, imported into Banner and validated to ensure all data was correctly translated into the new system after the migration. New employee records are being added to the Banner system.

The ERP Executive Steering Committee (Cabinet representation) continues to meet every Friday to review outstanding ERP-related actions items that have been assigned to their respective functional areas to ensure deliverables are being completed in a timely manner. Lessons learned from the work done for the Financial Aid and Human Resources modules are being incorporated into future phases of the ERP implementation. Feedback from training sessions is being captured and shared for incorporation into future engagements to ensure training better reflects user needs. More working sessions are being held with cross-functional teams to discuss and work through challenges that emerge. There is a focus on data mapping for upcoming modules e.g. student registration to ensure that information from the legacy system is correctly translated and reflected in Banner.

IT OPERATIONS

Enterprise Applications

The Enterprise Applications team worked closely with the Registrar and Academic offices to enable Summer and Fall Registration for students.

Client Services

The Business Office technology for 41 individuals was upgraded to support key operational activities that included Finance, Budgeting, Accounting, Human Resources and Payroll

The ITS team worked with the Academics team to upgrade and install new Adobe software to support digital design classroom instruction in computer labs.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, April 20, 2022

Ms. Becky L. Burrell, Vice President, Institutional Effectiveness, Research & Planning

OFFICE OF INSTITUTIONAL RESEARCH

State and Federal Reporting

The Office of Institutional Research (OIR) developed data for and oversaw the successful submission of the following State and federal reporting requirements.

Maryland Association of Community Colleges (MACC)

- *Tuition and Fees Tables* - Collaborated with Finance & Administration to complete the review

Maryland Higher Education Commission (MHEC)

- *Report on Students Receiving Accommodations for Disabilities* – In collaboration with the Disabled Student Services Center, developed enrollment, completion, and persistence data to meet the submission deadline of March 1, 2022
- *Winter and Spring 2022 Enrollment Information System (EIS) Files* - In collaboration with Information Technology Services (ITS), completed preparation of and upload process for the files to meet the submission deadline of April 1, 2022.

National Center for Education Statistics (NCES, a division of United States Department of Education)

- *Spring 2022 Collection of the Integrated Postsecondary Education Data System (IPEDS)* - Led a team to complete the Collection which includes the Fall Enrollment Survey (completed by OIR), Finance Survey (completed by the Controller), Human Resources Survey (completed by OIR), and Academic Libraries Survey (completed by the Library). Developed schedule for completion process, called kick-off and review meetings, contacted IPEDS Help Desk to address resolutions, and completed submissions to meet deadline of April 6, 2022.

College Collaborations for External Reporting or Stakeholder Needs

OIR supported other College offices to prepare data, narrative, and/or overall quality assurance related to the following initiatives.

Maryland Education Enterprise Consortium

- *Adobe New Agreement Member Survey* - Developed enrollment and personnel data to support ITS submission of the Survey.

Grant Support

- *One Step Away* – Developed data to support outreach to near-completer students eligible for One Step Away funds. Collaborated with Controller to obtain updated budget data.
- *AmeriCorps VISTA* – Developed grade distribution, demographics, and retention data to inform the third quarter progress report.
- *Maryland Office for Refugees and Asylees (MORA) English Language Training* – Developed course and enrollment trend data to inform the submission of the mid-year progress report.
- *Perkins* – Serve on internal team managing reporting requirements to include utilization of data storyboards/dashboards based on various data files OIR develops and submits to MSDE. Attend meetings with MSDE's liaison. Collaborated with other community college Institutional Research Directors to invite MSDE's Director of Career & Technical Education Data and Accountability to a

Maryland Community College Research Group meeting in April to address questions about the data storyboards and data files' requirements.

- *PepsiCo Uplift Scholars* – Created survey for students eligible for Uplift scholarships. Conducted review with BCCC team and provided links for administration and monitoring results.
- U*MBC LatinX Proposal* – Provided updated data and proposal review support.

Maryland Higher Education Commission (MHEC)

- *Campus Climate and Sexual Assault Survey and Reporting Materials* - Developed draft survey for BCCC team's review, which will be administered in Spring 2022. Constructed SharePoint site with materials from prior surveys and report submissions along with guidelines from MHEC. The survey results, report and associated materials are due to MHEC by June 1 and require approval from the Board of Trustees.

Middle States Commission on Higher Education (MSCHE)

- *Core Team* - Serve on core team to prepare Self-Study Design, develop working groups, and timelines. Presented history of MSCHE 2013-14 standards and workgroup membership and proposed workgroups to support 2023-24 standards.

Program Accreditations

- *Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM)* - To support BCCC team's submission of the Annual Performance Assessment Report due May 15, created graduate and employer surveys for review and administration and developed a data workbook with course pass rates, enrollment trends, and degrees awarded data workbook. Conduct meetings with Program Coordinator regarding surveys and data and participate in team meetings to advise on use of data and review of submission materials.
- *Committee on Accreditation of Educational Programs for the EMS Professions* – Developed data workbook with course pass rates, enrollment trends, and degrees/certificates awarded. Created graduate and employer surveys. Conduct meetings with Program Coordinator regarding surveys and data and participate in team meetings to advise on use of data and review of submission materials.
- *Commission on Dental Accreditation* – Developed data workbook with 10 years of data for course enrollments, degrees awarded as compared to all BCCC awards, and degrees awarded by date along with three years of grade distributions for all dental hygiene and dental science courses.

Baltimore City Public Schools

- Attend regular meetings to provide support as needed for dual enrollment and Mayor's Scholars Program initiatives.

Support for Internal Priorities

OIR developed data and/or provided other support or guidance for the following internal priorities.

- *Credit Enrollment Updates* - Developed and distributed for Spring 2022 term through March 15 for Cabinet and other administrators; Summer 2022 enrollment updates began in April.
- *Credit Enrollment Presentation* - Presented enrollment update at March 2022 Board of Trustees meeting.
- *Continuing Education Enrollment Updates* – Develop monthly continuing education enrollment data by term and department to support WDCE leadership team.
- *Summer Registration Support* – Developed data file to support Student Affairs' outreach to Veterans regarding priority registration for Summer 2022 session classes.

- *Banner Enterprise Resource Planning (ERP) Implementation* - Serve on planning teams for data migration and validation processes, activity codes for special populations, and action items related to Reporting, Academic Affairs, and Student Affairs
    - Developed credit and non-credit registration trend data to assist in planning for rollover from HP-LAN to Banner for fall 2022 registration.
    - Developed data file to support verifications of applications to address SPAM issues.
    - Conducted data validation to support data migration related to student characteristics, academic history, testing data, and registration holds, contact information, course information, Veterans data, and international student coding.
    - Develop and provide supplementary data files to support mapping of data in legacy system with Banner fields and configuration.
    - Meet with Ellucian team to discuss specific details regarding validation issues and provide recommendations for solutions to support institutional reporting needs.
    - Participate in End-to-End Testing sessions.
- *Preparation for Argos Reporting Tool* – Coordinated meeting with Evisions to discuss rollout of Argos, a reporting tool that will be used with Banner, the new ERP with new Chief Information Officer (CIO), Deputy CIO, and VPIERP. Based on revised sessions and timelines related to Banner implementation, working with vendor and BCCC team to develop new training and implementation timelines.
- *Community College Survey of Student Engagement (CCSSE) and Community College Faculty Survey of Student Engagement (CCFSSE)* - Completed materials needed for BCCC to participate in the Spring 2022 administration of the CCSSE and companion CCFSSE. Developed schedule and plan for communications with faculty for CCSSE administration. Prepared communications to faculty and students regarding the appropriate surveys, developed and submitted necessary course and student files to the University of Texas at Austin to customize survey, launched CCSSE via email distribution to students in selected course sections, and monitor results.
- *Student Communication Survey* - Collaborated with Student Affairs to create a survey designed to capture credit and continuing education students' preferences for receiving information from the College.
- *Audit Support* – Support Controller and Budget Office in developing and reviewing data to support requests from external auditors.
- *Institutional Review Board Materials* – Shared revised proposed policy and procedures related to re-establishing the College's Institutional Review Board. Shared with the Program Review and Evaluation Planning Team for review and input. Further revisions are underway based on feedback.
- *Program Review and Evaluation Committee (PREC) Planning Team* - Serve as member and participate in weekly meetings.
    - Led student and faculty surveys' review, design/update and implementation process. Compiled results and shared with Committee. Held special sessions conducted by PREC Chair to address any questions or concerns regarding survey data.
    - Developed trend data related to programs' enrollment, degrees conferred, discipline credit hours, and short-term outcomes.
    - Participated in a meeting with Deans and reviewers regarding outstanding deliverables from various programs.
    - Developed data workbook for new Program Coordinator to include trends in enrollment by course and program, and degrees and certificates awarded.
- *Monthly Meetings with Academic Affairs Leadership Team* - Share recent data submissions.
- *Enrollment Management Team* – Support VPIERP in managing Student Affairs Enrollment Management Team. Developed data workbook to support efforts to establish strategies to achieve enrollment targets.
- *Academic Advising Team* – Support VPIERP in managing Student Affairs development of advising model in collaboration with Affairs.
- *Drop for Non-Payment Team* – Attend meetings with Finance & Administration, Financial Aid, and Student Accounting representatives and provide data as needed.

Search Committees

- Serve as member of the search committee for the Director of Grants position.
- Preparing to lead a search committee member for the Assistant Director of Effectiveness.

External Meetings

- Maryland Association of Community College's Data Book Review/Standards Workgroup
- BCCC Team Meetings with Baltimore City Public Schools representatives
- Maryland Community College Research Group monthly meeting

Professional Development

- ERP Training Sessions

OFFICE OF ASSESSMENT

Student Affairs Leadership Team (SALT)

The Office of Assessment has been attending meetings of the Student Affairs Leadership Team (SALT) to assess the current processes, structure, and organization within Student Affairs. The Office is meeting with department leaders to facilitate data-driven decision-making through the use Excel workbooks and other templates that will better support effective student services. The following workbooks and templates are in development or being finalized:

1. Student Affairs operational schedules by department
2. Leave tracking workbook
3. Onboarding template for new hires
4. Onboarding informational template for new hires in other departments
5. Student Support & Wellness services tracking workbook
6. Maryland Community Colleges process research workbooks
    a. Student Orientations
    b. Internal and External Communications
7. Call Center data collection workbook
8. Admissions functional area staffing workbook

See Realignment Task 12 for additional information regarding planning and aseesemt activities witin the Office of Assessment as it relates to academic and non-academic assessment.

Accreditation

Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP) Annual Report

The CoAEMSP Annual Report measures graduate credentialing, placement, and retention, and evaluates the results of the graduate and employer surveys. This self-assessment and compliance report is due on 2022-05-15. The Office of Assessment is providing guidance on data collection and analysis and supporting the review and submission of the report.

Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) Annual Program Assessment Report (APAR)

The CAHIIM Annual Program Assessment Report (APAR) measures program performance and student outcomes and documents any changes to the program during the reporting year. The Office of Assessment is collaborating with Institutional Research and Academic Affairs to support data collection, analysis, and report submission. The report is due on 2022-04-30.

Health Resources & Services Administration (HRSA) – Maryland Department of Health Office of Oral health (MDOOH) Building a Diverse & Dynamic Workforce Grant

This prospective grant would supply $5,000 annual funding throughout the life of the grant to focus on recruiting youth into the dental health professions and subsequently increase enrollment in the Dental Hygiene program. Given the relatively low annual grant amount and cost to support grant management, the Office of Assessment continues to recommend the Dental Hygiene Program requests internal funding to support the proposed initiatives.

Middle States Commission on Higher Education 2024 Self Study Core Team
The Office of Assessment continues to work as a member of the Self-Study Core Team to facilitate the development of the Self-Study Design, Working Groups, and general framework for the 2024 Self Study.

Carl D. Perkins Grant
The Office of Assessment attends weekly check-ins hosted by the MSDE Perkins liaison to review reporting procedures and to evaluate the College's data and reporting statuses. The Office of Assessment supports Academic Affairs as needed in the evaluation of data and development of reporting evidence.

Commission on Dental Accreditation (CODA) Annual Report Follow-Up
At the request of the Commission on Dental Accreditation (CODA), the Dental Hygiene Program must submit a follow-up report regarding their efforts to graduate the Class of 2021. This cohort was delayed due to COVID-19. The Office of Assessment is collaborating with the Director of Institutional Research, Vice President of Academic Affairs, Dean of the School of Nursing and Health Professions (SNHP), and the Program Coordinator to gather evidence for submission by 2022-05-15.

Director of Grants, Hiring Committee Chair
The Director of Assessment serves as the Hiring Committee Chair for the open Director of Grants position with individuals from Academic Affairs, Workforce Development & Continuing Education, and Institutional Research serving on the committee.

Ellucian Enterprise Resource Planning (ERP) Implementation
The Office of Assessment continues to support ERP implementation through weekly project and data-validation check-ins. This month, the Office of Assessment attended the Research Accounting: Grants training. This Banner environment would be used to support prospective and awarded grants from proposal through close-out.

Baltimore City Community College

PRESIDENT'S UPDATE

Board of Trustees, April 20, 2022

Ms. Lyllis M. Green, Chief Internal Auditor

INTERNAL AUDITS, REVIEWS, and INVESTGATIONS

Internal Audit activities during the month of January included research, evaluation, and responses to additional questions from legislative auditors (OLA). Other audit activities concluded, or in-progress involve:

- Additional Questions from the Legislative Auditor
- New Violence Against Women Act signed by President Biden March, 2022
- Title IX (Sexual Harassment) & FMLA cases
- ERP Implementation
- The Purge Committee

Staff were also engaged in resolving or mitigating issues related to the above internal audit activities. Staff from various offices made contributions and collaborated with Internal Audit including but not limited to Student Accounts Receivable, Human Resources, General Counsel, Assistant Attorney General, Finance and Administration, Information Technology Services (ITS), the Registrar, Student Affairs, Facilities, Procurement, and Cabinet.

EXTERNAL AUDITS

Legislative Auditors (OLA)

The College received the OLA Report on February 6, 2022, and it was published on February 14, 2022, at the Office of Legislative Services (OLA) website. Highlights of the report include the OLA's assessment of prior audit findings. Six out of eight prior audit findings' recommendations were not repeated or were implemented. The remaining two (PII and Inventory) appear in the current audit report and resolution is in progress as we move toward the Banner implementation. The Implementation Status of prior audit findings from OLA's summary chart recorded in their February 2022 report appear below:

Status of 2013-2016 Findings

Preceding Finding	Finding Description	Implementation Status	Internal Auditor Comments
Finding 1	The Baltimore City Community College's (BCCC) Facilities Planning and Operations Department circumvented State regulations in the procurement of certain goods and services. Based on our review, certain of these procurements and related payments appeared questionable.	Not repeated	Sample procurement transaction activity and related documents were reviewed before and during the audit period to ensure compliance.
Finding 2	Several BCCC employees shared their corporate purchasing cards, precluding effective accountability and control, and did not have required documentation to support certain payments.	Not repeated	This practice was halted by the new president and enforced by the current administration.
Finding 3	BCCC granted salary incentives or increases totaling $129,250 to four senior management positions without adequate justifications,	Not repeated	The practice occurred during prior administrations and was

	including three increases that were not approved by its Board of Trustees.		discontinued during the current administration.
Finding 4	BCCC did not maintain a current and comprehensive agreement with its affiliated foundation, as required. In addition, the most recent agreement did not contain any financial or operational goals and outcomes to be achieved by the foundation even though BCCC subsidized a significant percentage of the foundation's expenses during fiscal years 2015 and 2016.	Not repeated	The agreement was signed by the Foundation chairperson on July 1, 2020 and expires June 30, 2023.
Finding 5	Sensitive personally identifiable information maintained by BCCC was stored without adequate safeguards.	**Repeated** (Current Finding 6)	**The College is encouraged by the new ERP which assigns a unique identifier to students and addresses the greatest risk of PII - social security numbers.**
Finding 6	Malware protection for BCCC computers was not sufficient to provide BCCC with adequate assurance that its computers were properly protected.	Not repeated	Tests of malware protection were performed before and during the audit period to ensure compliance.
Finding 7	BCCC did not immediately restrictively endorse checks and deposit collections timely at its Liberty Campus.	Not repeated	The internal control was strengthened with the location change of the cashiers and enforcement of the restrictive endorsement requirement.
Finding 8	BCCC did not maintain complete and accurate equipment records, could not locate certain equipment, and could not document that it conducted physical inventories of equipment as required. In addition, 40 computers purchased several years ago were never placed into service.	**Repeated** (Current Finding 8)	**The procurement for an inventory service is in progress.**

The current findings (2016-2020) with OLA recommendations and the College's responses are summarized in the following chart:

Finding	*Recommendation (Excerpts from February 2022 OLA Report)*	*Response*	*Internal Auditor's Review as of 4/11/2022*
Student Personal Information **1. Baltimore City Community College (BCCC) did not require or obtain a review of the automated system used by its vendor responsible for processing student refunds, to ensure that sensitive information residing on the system was properly safeguarded.**	**We recommend that BCCC comply with State law by requiring the vendor to obtain a formal control assessment report, such as a SOC 2 Type 2 report, and implement a process to obtain and review the results to ensure sensitive student information provided to the vendor is properly safeguarded**	Agree. BCCC has confirmed with our vendor that a SOC 2 Report is available and will be forthcoming. Going forward, BCCC will follow the process of obtaining and reviewing the automated system used by its vendors responsible for processing student refunds to ensure that sensitive student information residing on the system is properly safeguarded.	The vendor informed the College that there was a SOC 2 report, when in fact there was only a SOC 1 report. The SOC 1 report does not include protections for their clients' PII nor does it comply with the audit recommendation. Conversations since then have surfaced the need for the vendor team to notify their upper management. The team expects that there will be a SOC 2 Type2 audit available for the 2023 calendar year with issuance in 2024.
2. Student Financial Aid **BCCC had not established sufficient controls over significant aspects of the financial aid award and record keeping processes within the financial aid office.**	**We recommend that BCCC ensure that manual adjustments to financial aid awards, as well as required verifications of financial aid application data and satisfactory academic progress by financial aid recipients is subject to independent supervisory review and approval**	Agree. BCCC will ensure that manual adjustments to financial aid awards, as well as required verifications of financial aid application data and satisfactory academic progress by financial aid recipients are subject to independent supervisory review and approval. The College has hired a third-party to conduct this review and will continue to utilize that third-party.	The Financial Aid manual adjustments are being mitigated by the new ERP. Financial Aid processes are scheduled to transition to the new ERP during March 2022.
3. Payroll **BCCC was unable to provide adequate documentation to support a payroll adjustment increasing a senior BCCC management employee's compensation by $72,700. In addition, BCCC overpaid another employee $8,900 due to an**	We recommend that BCCC a. develop formal policies and procedures governing the criteria, documentation, and approvals (such as Board of Trustees) needed for adjustments. b. ensure that all payroll adjustments are supported with adequate	a. Agree. The noted adjustment and overpayment above occurred prior to the current administration. The College now requires management level approval on all payroll adjustments. This includes review by the HR Director, VP of Finance and Administration, and President prior to processing the adjustment. b. Agree. HR/Payroll created an adjustment process which includes supporting	a. Confirmed with the recently hired HR Director that procedures are in place and enforced. b. The recently hired HR Director

undetected adjustment miscalculation	documentation and properly calculated; and c. determine the propriety of the unsupported payroll adjustments and take appropriate action to recover any amounts that cannot be supported	documentation for approval signatures. c. Disagree. We will have to determine that the funds need to be recovered. Based on how faculty contracts are paid out, there were not any payments that were overpaid.	confirmed the process. c. Based on the staff's review of payments, there were no overpayments; however, IA will recalculate the tested payments.
Procurements and Disbursements (2) **4. BCCC did not always adhere to State procurement regulations regarding conducting competitive solicitations, obtaining Board of Public Works approval of contracts, and the publication of bid solicitations and awards. In addition, contract invoices were not always adequately verified prior to payment.**	We recommend that BCCC ensure that a. contracts are awarded though a competitive procurement process as appropriate, and related documentation of the procurement be maintained; b. all bid solicitation and award publishing requirements are adhered to; c. contracts receive proper independent approval as applicable;	a. Agree. BCCC concurs with the recommendation. Contracts will be awarded though a competitive procurement process as appropriate, and related documentation of the procurement will be maintained. b. Agree. The College's procurements shall abide by COMAR Title 21 until formal approval is received. Oversight of all procurements will be conducted by the Director of Procurement and Legal Counsel going forward to ensure compliance to state's procurement rules and regulations. Delegation of authority and approvals shall be established based on contract value and will be approved accordingly per statue. c. BCCC concurs with the recommendation. Contracts will receive proper independent approval as applicable. Independent approval will be made by BCCC's Board of Trustees and / or Board of Public Works as applicable. d. Agree. BCCC concurs with the recommendation. Contracts shall include verifiable billing rates to	Discussed response with Procurement Director: a. Confirmed that contracts will be awarded through a competitive procurement process as appropriate and related documentation will be maintained. b. Bid solicitations contracts will be posted in compliance with State requirements c. **Contracts will receive proper independent approval** d. Vendor invoices and charges are

	d. vendor invoices are correct by verifying invoice charges to contractual billing rates; and e. purchases from vendors are consolidated to maximize the State's purchasing power.	validate invoice payment prior to payment being made. Additional documentation as evidence shall be required to validate payment to validate performance of work (e.g., timecards, proof of performance signed by College representative). e. Agree. BCCC concurs with the recommendation. Review of current purchasing practices to determine the appropriate contracts to be established to maximize the purchasing power of the College. Increase utilization and participation of intergovernmental purchasing agreements, and the establishment of larger value and longer term contracts to increase the effectiveness and efficiencies of the operations of the College.	verified to contractual billing rates. e. An internal audit review will be performed after the utilization of consolidated purchases from vendors.
5. During our audit period, BCCC did not comply with State law and Department of Information Technology policies for the procurement and monitoring of its two resource sharing agreements	**We recommend that BCCC** **a. establish new agreements for any expired RSAs which include consideration of higher rates (for example, those suggested by DoIT);** **b. consider widely advertising solicitations for RSAs and submit them to the appropriate authorities as determined by BCCC's policies, including the RSA noted above; and**	a. Agree. BCCC concurs with the recommendation. One of the RSA agreements was renewed effective October 2020. The new agreement includes annual increases in rates. The other RSA is in the final stages of approval. It will be placed on BPW's agenda by DoIT once all signatures are obtained. Once BPW approves it, it will be finalized. b. Disagree. BCCC does not concur with the recommendation. The Tower currently is being used by the radio station and is being leased by two commercial tenants and one Federal Government tenant. The resources of the Tower are primarily present for the function of running the radio station. Additional solicitations are not	Discussed the RSAs with Legal Counsel and a. Examined the latest agreement noting 3% annual increases in the monthly rent due. b. Pass further investigation

	<u>Auditor's Comment</u>: BCCC disagreed with our recommendation to consider widely advertising solicitations for RSAs because the resources of the tower are primarily present for the functions of the radio station. Since the response also acknowledges that there are two commercial tenants, in addition to the federal government, using the tower, our recommendation is both reasonable and practicable to help ensure that tower revenue is maximized to BCCC's benefit. Consequently, we continue to believe that BCCC needs to consider advertising in the future to ensure that the best possible rates are received from commercial tenants. a. **include all significant provisions in future RSAs, and modify its existing agreements to include those provisions to the extent allowed.**	necessarily possible as they depend on the resources available on the Tower. a. Agree. The RSA that is almost completed considered provisions to the extent possible. With respect to modifying existing agreements, our Legal Counsel advised that "the document cannot be amended without both parties' agreement, and it is unclear why the lessee would agree to modifications at this point. Please note that the College sent the agreement to DoIT and they did not identify any problems with it."	Discussed with legal Counsel and was informed of the rental arrangements due to the College leasing the land from the city. Also, examined latest tower contract. a. Confirmed that the latest tower contract maximizes tower revenue with annual monthly rental increases
Information systems (2), **6. Sensitive Personally identifiable information was maintained**	**We recommend that BCCC** **a. perform an inventory of all of its servers, identify all sensitive PII, and delete all unnecessary sensitive PII (repeat); and**	a. Agree. BCCC will perform a manual inventory of the enterprise system servers annually to coincide with the daily scans of servers	Confirmed with the new CIO: a. BCCC is scheduled to move to a new enterprise system after December 2022. Once the

without adequate safeguards and identification.	b. **implement appropriate information security safeguards for the sensitive PII it maintains (repeat).**	already in progress with automated scanning-based inventory since December of 2019. All unmarked files on the spreadsheet will be deleted by ITS upon the completion date. b. Agree. BCCC will submit the collected PII inventory to the college's departments for review to determine required PII files that shall be retained for business purposes. PII files that shall be retained for business purposes and files marked as required will be safely recorded at the file system level to meet FIPS 140-2 compliance.	transition is made to the new system, the legacy …system will be decommissioned… associated sensitive PII will be remediated. b. Collected PII will be submitted to the college's departments for review to determine required PII files that shall be retained for business purposes. PII files that are identified as no longer being needed for business purposes will be deleted after December 2022. With the ERP implementation many of the files containing PII from the legacy system will no longer be needed for business purposes.
7. Malware protection controls for BCCC computers were not sufficient to provide adequate assurance that computers were properly protected from security risks	**We recommend that BCCC ensure that malware protection software is installed and maintained on all computers by regularly monitoring related software management consoles to verify its computers' malware protection software status, document these reviews and adjustment actions, and retain this documentation for future reference.**	The college has hired a CIO and Deputy CIO to begin (regular monitoring) in February that will cover the Approver role for the documented weekly malware review. Agree. In October, BCCC began documenting a resolution matching the total number of domain computers against the total number of computers running malware protection software. Reviews and adjustment actions will be documented and retained for future reference.	Confirmed with the CIO Regular reviews of documented malware reports that includes the CIO and Deputy CIO functioning in the approver role begins on 4/11/2022 every other week.
Equipment **8. BCCC did not conduct physical inventories of**	**We recommend that BCCC** **a. conduct timely periodic documented physical inventories of sensitive and non-sensitive**	a. Agree. The College has recently hired a Logistics Manager to oversee the	a. Confirmed with the VP and the AVP for Facilities

equipment and did not maintain complete equipment records as required	**equipment and reconcile the results to the detail inventory record (repeat), and** b. **ensure that the equipment records are maintained in a complete and accurate manner (repeat).**	Property Division. On September 15, 2021, AVP for Facilities and logistics staff attended a training with the Department of General Services (DGS) Property Manager in which the inventory and the excess property disposal declaration processes were discussed. On September 16, 2021, the logistics team met with the asset management company for training and implementation of the new inventory system software. The DGS Property Manager was invited to the meeting to review and ensure that the new inventory system meets the state's requirements for asset systems. The logistics teams are preparing to use new software to restart the entire comprehensive inventory of the campus once the asset system is approved by DGS. First, there are several areas where EPDs are required. On Friday, September 17, 2021, DGS Property Manager conducted a site visit to review areas with large amounts of property requiring disposal for possible bulk EPDs or setting up sale opportunities for Gov Deals. b. Agree. Once the new inventory is complete, the logistics team will perform monthly cycle checks so that a full inventory is completed on an annual basis. New items coming into shipping and receiving are currently being recorded properly, which includes the use of both the asset system and FMIS. There is also a future plan to implement the receiving function of the college's new ERP system which will be rolled out later this year.	b. An internal audit review will be performed when the inventory is complete and will include the review of monthly cycle checks and annual verifications

The full report is available online at the OLA website: https://www.ola.state.md.us/			

It should be noted that since the issuance of the OLA February 2022 report, the college received a request for additional information and clarification on four of the eight findings: #1) Student Personal Information, #2) Student Financial Aid, #3) Payroll, and #8) Equipment. Research and responses were performed by staff to ensure review and submission by the March 23, 2022, due date. On Tuesday, April 5, 2022, OLA issued the College's closeout letter stating:

"We found the actions indicated in the response address the recommendations contained in the audit report...

We will review the actions taken with respect to the recommendations in the audit report during the next audit of BCCC."

Baltimore City Community College

CABINET UPDATE

Board of Trustees, April 20, 2022

Mr. Michael Berends, Director of Marketing

WBJC

WBJC Community Engagement

National Symphony Orchestra: Canadian pianist Jan Lisiecki was interviewed about his concerts with the NSO on March 17 & 19 and his approach to playing the music of Chopin by Kati Harrison.

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Annapolis Symphony Orchestra: Pre-Concert talk recorded by Jonathan Palevsky and Music Director Jose Luis Novo.

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Maryland Public Television: Jonathan Palevsky recorded a promotional piece about WBJC for MPT Arts Minute.

WBJC Corporate Support Partnerships
Businesses who underwrite programs and content on WBJC

New Clients
Chesapeake Shakespeare Company, Andrew Beyers Liberty Mutual Insurance.

Returning Clients
UMBC Music Program, Towson Arts, Columbia Orchestra, Candlelight Concerts, Baltimore Concert Opera, Baltimore Symphony Orchestra, Annapolis Symphony Orchestra, St. David's Church, Kennedy Center, Choral Arts of Washington, Maryland Opera, First & Franklin, Springwell Senior Living, Embassy Suites, Honey Baked Ham.

Marketing & Communications

The College developed numerous online, social, digital, and print publications in support of the following areas:

Student Success Center
Summer Registration Posters in support of the opening of Summer Session registration were developed for BCCC buildings and social posts. Additionally, website billboards were also developed.

Disability Support Services
A multi-week social campaign promoting Social Worker Month was developed using interviews of staff and why they chose the field while promoting the services that BCCC provides.

Student Life & Engagement
The College developed SGA social posts and flyers promoting SGA meetings and elections.

Academic Affairs
The College is redeveloping newly designed and fully branded program cards for every BCCC program. These cards are used by departments and Admissions to engage students in programs offered by the College. Additional social posts and a billboard were created in support of a new course, The City Center of Civilization.

Athletics (Basketball)
Billboard and social posts were developed in support of Basketball tryouts.

Enrollment Materials

College Board PSAT/SAT List Purchase
The department worked with the Division of Student Affairs to model and procure a list of 2022 PSAT/SAT students for the purpose of developing a marketing plan and communication flow to develop a pipeline of interest in BCCC from Baltimore City schools. Additionally, new quotes were obtained to mail viewbooks and Welcome letters to the 20,000+/- high school students on the list. This is the beginning of a more extensive plan to develop student interest that will include digital advertising delivery using custom list advertising via Facebook and Instagram.

Viewbooks & Panther Cards
A new supply of branded viewbooks and Panther Cards were completed for the Office of Admissions.

Website Billboards
The College developed several billboard advertisements in support of Spring Semester, Commencement, TRIO, and spring, summer and fall 2022 enrollment.

Publication Review
The College is reviewing all recruitment materials and working with a committee to determine all needs.

Social Platform Support
Branded social campaigns were developed for Facebook, Instagram, and Twitter in support of Spring, Summer and Fall 2022 enrollment, enrollment, academic programs, and online Student Engagement and Student Affairs events. Additional billboards were made in support of Art, Music, and Theatre. The College is also developing office hours signage.

Summer and Fall 2022 Marketing Campaign Launch
The College launched a sustained digital advertising campaign to demographics in Baltimore plus 20 miles and supports Summer 2022 and Fall 2022 Semester course registration and admission. The campaign encompasses Facebook, YouTube, Instagram, Google, and Twitter. Additional bi-weekly emails will support campaigns for Summer and Fall 2022. Additional plans to launch a Summer 2022 Session campaign promoting free tuition fees and textbooks has also been designed and is pending approval.

Pole Signs
The college worked with Procurement to place printing and installation of new light pole signs on Liberty Heights Avenue, Towanda Avenue, Lombard Street, and the BCCC campuses. The project was placed for public bids.

Bus and Elevator Wrap Signage Contract Renegotiation
The College completed a renegotiation of bus and elevator wrap contract agreements with Vector Media, providing the College bus and elevator signage contracts through the end of 2022.

Website Highlights

- The College continues to make edits that improve the Website user experience as related to streamlined design and use of photography while also investigating longer term CMS platform solutions. To-date, more than 80 pages have been reformatted to improve the user experience.
- The college continues to promote programs, enrollment, and events on website billboards to drive engagement and information.
- Additional efforts to implement photography on landing pages continues, including The Academic Calendar, CAN/GNA, English Language Services, Community Health Worker, Student Services, Pay for College, and Commencement home pages.

Commencement
The College has developed and finalized creative designs in support of the Seventy-Third Commencement, including a guest invitation, VIP invitation, electronic invitation, social tiles, Gonfalons, indoor and outdoor signage, program, stage backdrop sign, graduation box, billboard notification, an updated commencement web page, tickets, diploma paper, podium signs, stage tablecloth, campus banner, and an updated congratulations graduates' letter from Dr. McCurdy. Further, the College developed a graduate participation billboard, social campaign, and registration form to ensure that all students who are participating will receive commencement regalia. Additional plans have been developed for the event, including Lyric venue, photographer, and videographer to provide graduate photos, a live feed of the ceremony and a post-ceremony video to be placed on YouTube and leveraged on the Website and social platforms.

Brand Building
The College has begun to develop ways that we can reinforce the brand on campus, including ideas for promotion of our Mission Statement, Core Values, and brand mark replacement.

Rebranding

- 75th Anniversary pull-up signs were setup throughout campus, WDC and the BioPark.
- Admissions hours and other signage has been developed and pending discussion.
- Bookstore signage developed and pending discussion.
- Summer 2022 and fall 2022 creative has been developed
- A elevator wrap sign, bus sign, and Liberty Heights (facing) sign have been developed
- The college continues to price promotional items.
- Financial Aid Banner launch billboards and social posts have been developed.

Market Research

- Initial research into new ways we can share our mission and core values on campus are under way with the development of design concepts.
- Researched look alike audience ad creation in Facebook and Instagram

Future Plans

- Continue to execute Commencement ceremony planning and event
- Develop a comprehensive communication flow for Admissions (and others)
- Order a range of promotional items and clothing for use by Admissions
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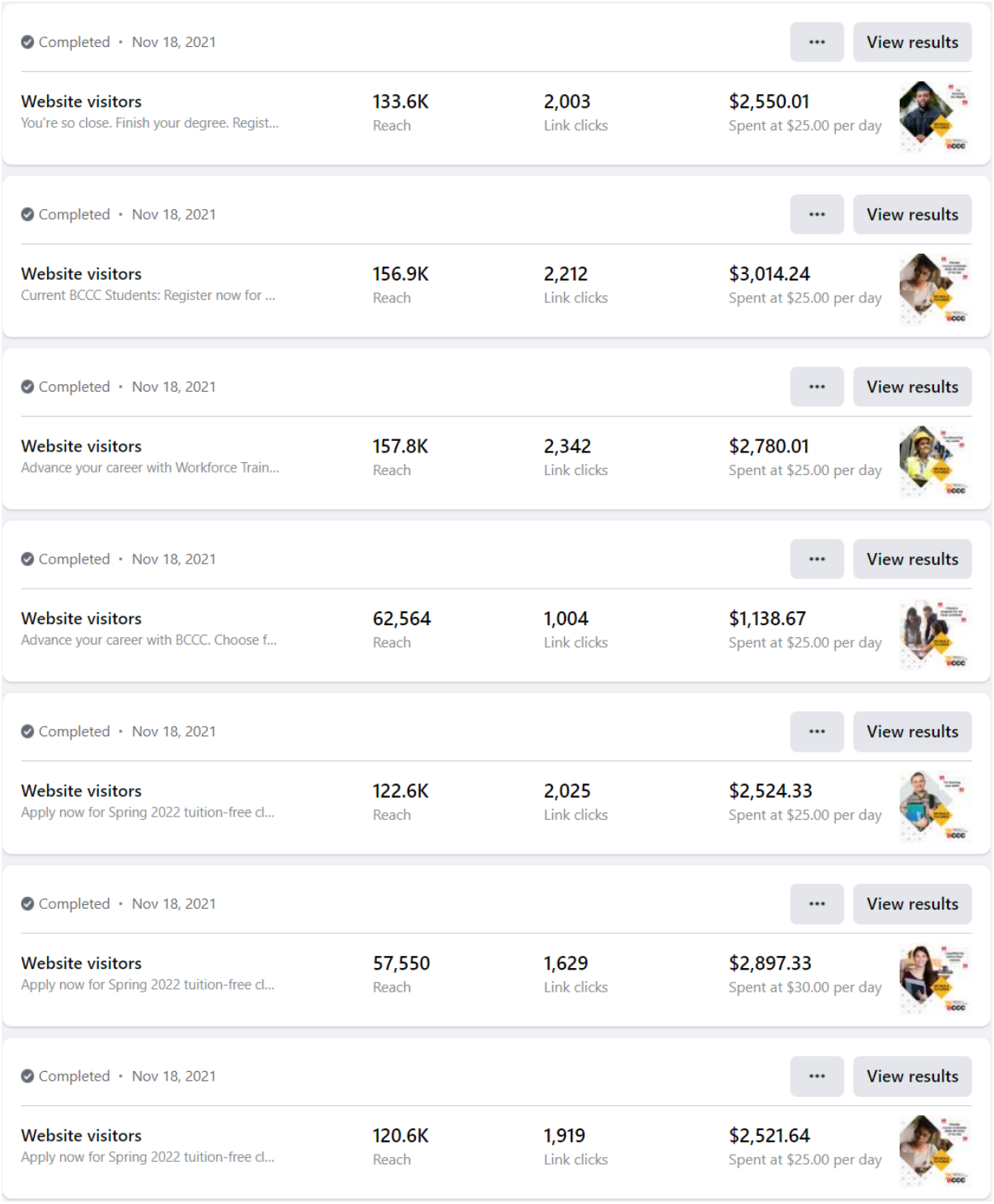
- **Facebook/Instagram:**
  Reach/Ads Served - 11/30/2021 – 3/8/2022 (campaign conclusion): 811,614
  Ad Clicks: 13,134 (campaign conclusion): 13,134

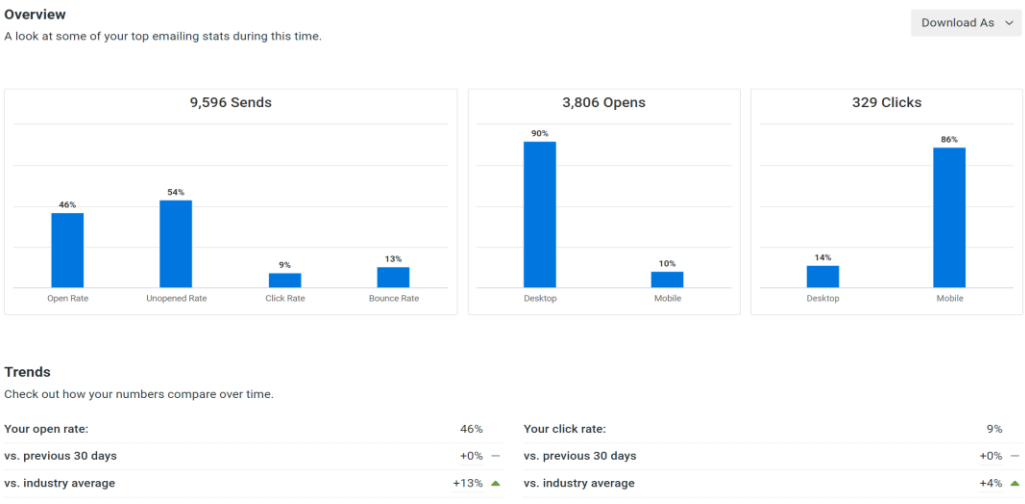


- **Google:**
  Reach/Ads Served - 11/30-2021 – 3/8/2022: 6,676,032
  Ad Clicks: 23,100

Market Research

- The College continues to invest additional research into website platforms in use by competitor schools. This is an effort to evaluate modern CMS ability and design as related to moving toward a new CMS platform and subsequent website for BCCC.
- Researched look alike audience ad creation in Facebook and Instagram

Constant Contact Email Metrics – March 1 – 31, 2022



Social Media Analytics

- ***Facebook***

  During March, Facebook experienced:

Reach: 91,350
Profile Visits: 965
New followers: 36

- ***YouTube***

  Monthly views: 354
  Watch time: 8.9 hours
  Subscribers: 217 (+4)

- ***Instagram***

  Reach: 3,450
  Profile Visits: 317
  New followers: 19

- ***Twitter***

  # Tweets: 21 (Down 32.3%)
  Tweet Impressions: 3,473 (Up 2.4%)
  Profile visits: 1,211 (Up 03.9%)
  Mentions: 20 (Up 300%)
  Followers 1,711 (Up 7)

Campus Beautification

- Campus mission, vision and values are being designed
- New 75th anniversary pull-up signs were placed in every building, including Workforce Development and the BioPark

Web page Content Updates (Ongoing)

Ongoing regular and special campaign content updates and page restructuring to improve the user experience are being developed. Regular updates include homepage updates, including updated billboards, What to Know section, website calendar and other homepage navigation and content features. These routine updates encourage user engagement and ensure content is student centered.

- **Webpages Content Updates (Ongoing)**
  - Coronavirus Updates
    - Purple Alert Bar updated
  - Website Billboards
    - Summer Session
    - Save The Date
    - Basketball Tryouts
    - The Empowerment Hour
    - Commencement 2022 (Draft2)
    - New Accelerated 8-week Course
    - Women's History Month
    - Financial Aid Billboard (Draft)

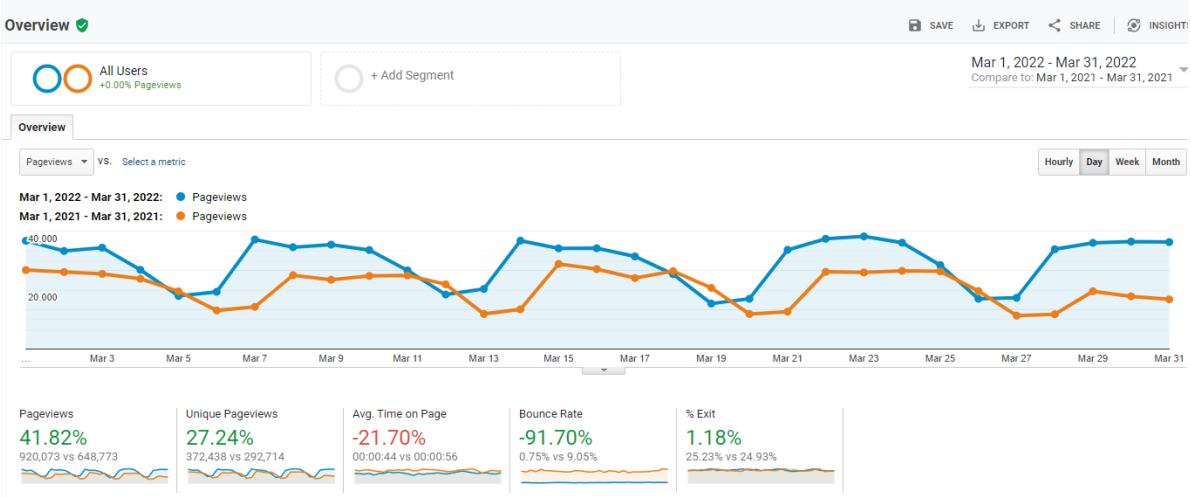
- **Routine Website Maintenance and Webpage Content Updates**
  - Analytics
  - Website Calendar updates
  - BOT Board minutes updated
  - BOT Board Meeting agenda updates
  - BOT Board Meeting Open Session Books updated
  - Nursing webpage update
  - Practical Nursing (PN) webpage update
  - Website directory update
  - Student Life & Engagement webpages updated
  - Marketing@bccc.edu access granted
  - Student Life & engagement events added to calendar
  - Financial Aid webpages update
  - Apply Now webpage update
  - Register Now webpage update
  - PaperTurn 'Viewbook' update
  - Academic Calendars updated
  - Program webpages (Buttons added) - All programs and certs
  - Commencement webpage updated
  - Equal employment Opportunity Statement webpage update
  - Paying for College webpage update
  - ESL webpage update
  - ABE/GED webpage update
  - Workforce webpages updated
  - Student Accounting webpage updated
  - PTA Program webpage update
  - Website Analytics for Admissions
  - RYP webpages updated

- **Other**
  - User Experience Design
  - Infosec IQ training
  - TouchNet launch (Meetings)
  - Financial Aid (Meetings) - Communications plan
  - Ellucian (Meetings)
  - Blackboard update (Troubleshooting) Tech support
  - Website training (Mike)

- **Ongoing**
  - Presentations to Marketing
  - Annual website review plan
  - Website Research plan
  - Hannon Hill presentation
  - Modern Campus presentation
  - Blackboard Research
  - Student testing

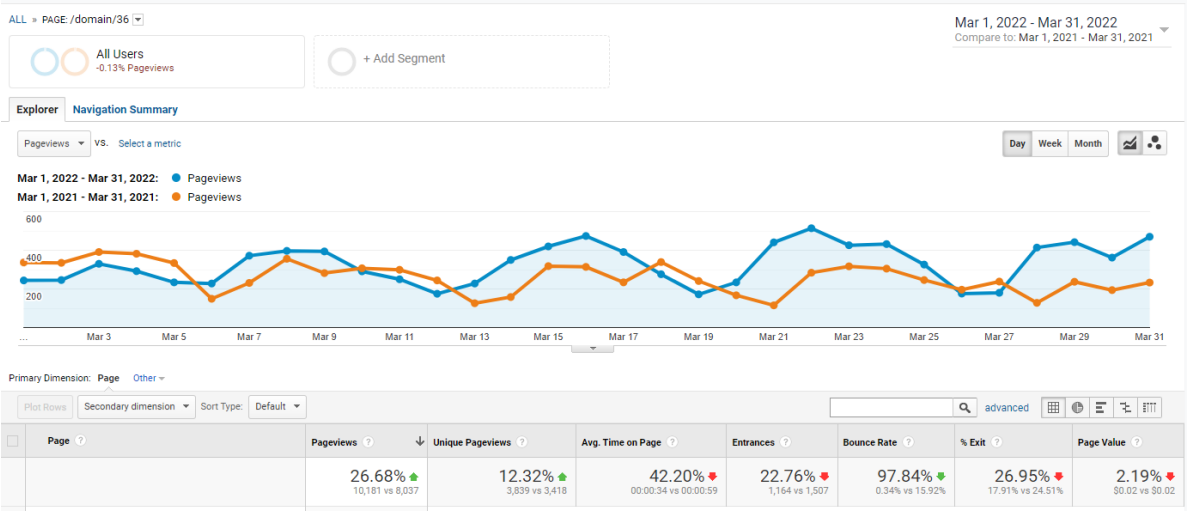
Website Homepage Overview: March 1 – 31, 2022 vs. same period in 2021

- Pageviews increased by 41.82% (648,773 in 2021 vs. 920,073 in 2022)
- Unique (new) pageviews increased by 27.24% (292,794 in 2021 vs. 372,438 in 2022)
- Average time on page decreased by 21.70% (00:00:44 in 2021 vs. 00:00:56 in 2022)



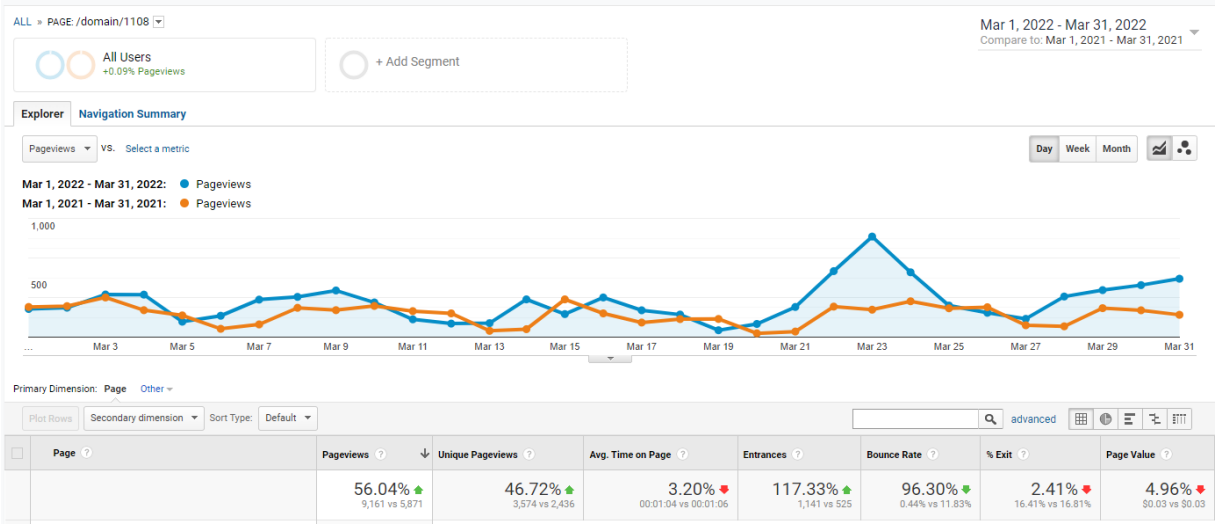
Apply Webpage: March 1 – 31, 2022 vs. same period in 2021

- Pageviews increased by 26.68% (8,037 in 2021 vs. 710,181 in 2022)
- Unique (new) pageviews increased 12.32% (3,418 in 2021 vs. 3,839 in 2022)
- Average time on page decreased by 42.20% (00:00:59 in 2021 vs. 00:00:34 in 2022)



Register Webpage: March 1 – 31, 2022 vs. same period in 2021

- Pageviews increased 56.04% (5,871 in 2021 vs. 9,161 in 2022)
- Unique (new) pageviews increased by 46.72% (2,436 in 20221 vs. 3,574 in 2022)
- Average time on page increased by 3.20% (00:01:04 in 2021 vs. 00:01:06 in 2022)



Future Plans

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- Redesign program cards for program director edits
- Begin redesign of prospect brochure
- Review options for additional Admissions recruitment publications

Baltimore City Community College

Realignment Tasks Update

Board of Trustees, April 20, 2022

Realignment Task #1

"Review and strategically align core course offerings of BCCC, consistent with accreditation requirements, and focused on the needs of students at BCCC and the workforce of Baltimore City."
Dr. Liesl Jones, Vice President, Academic Affairs

Alignment of Academic Affairs programs and Workforce

Weekly meetings continue to occur between the Dean of SASS, along with Professor Darlene Godwin-Lee and colleagues from Workforce are in talks with representatives from the Baltimore City Public Schools to create an agreement whereby interested high school students can receive their education and certification at BCCC to become qualified schoolteachers of young children and providers of childcare services. We anticipate that an articulation agreement will be ready for review prior to the end of the Academic Year.

Program coordinator Meetings
The program coordinators continue to meet regularly. The remining meetings for the spring semester will focus on any changes that need to be made to the fall schedule and the development of the winter and spring 2023 terms.

Realignment Task #2

"Make workforce development and job placement top educational priorities of BCCC."
Mr. Michael Thomas, Vice President, Workforce Development & Continuing Education

Workforce Development Program Development and Expansion

The Workforce Development (WD) Department enrolled 115 students in the month of March in workforce training programs. Workforce students benefitted from new partnerships through expanded externships and employment opportunities. Career Services Office worked closely with Workforce to create additional training and employment opportunities for BCCC students. Additional activities include:

- In March 50 students completed clinical externships with several of our partners; University of Maryland Medical Center (UMMC), Kennedy Krieger Institute (KKI), Future Care, Assisted Hands, and Johns Hopkins Hospital (JHH).

- Workforce continues to expand current partnerships to include additional training opportunities as well as looking for new and innovative partners to meet the needs of the BCCC community. These partnerships provide more practicum and employment opportunities for students in all of our programs.

- Community Health Worker students successfully completed their first clinical opportunity with Kennedy Krieger Institute in March. Four (4) CHW students were offered permanent positions with KKI because of their performance in clinical training. Renaissance students have completed their course work and are preparing to begin their clinical externships with UMMC in April.

- Workforce is working with Baltimore City Department of Social Services (BCDSS) to identify and train students in specific programs and prepare them for employment upon completion. As a result of the BCDSS partnership, workforce hired a Program Specialist and an Intake Specialist to assist with student intake and follow up.

- The Career Services team continues to work with hiring partners to place current students and graduates in employment. In March, Career Development continues to offer Job Readiness classes for students completing training in Healthcare, Human Services, Information Technology and Administrative Services.

Partnering with Baltimore City Schools – Several initiatives led by WDCE support implementation of the college's Career Pathways, increase early college access, and support for students' transition to college.

- P-Tech worked collaboratively with BCCC and BCPSS staff to complete the FY 22 P-TECH Supplemental Grant Addendum, due March 25, 2022.

- P-Tech worked in conjunction with Johns Hopkins Corporate Liaison to create shareable student data points.

- P-Tech communicated weekly with BCCC faculty and staff regarding student performance reports.

- P-Tech collaborated with BCPSS schools New Era, Dunbar, and Carver High School to communicate student performance reports and provide solutions when warranted.

- P-Tech developed a retention strategy by partnering with BCCC Academic Affairs and New Era Assistant Principal to develop a scope and sequence plan to provide students with the opportunity to complete **all CTE classes** and earn a **TSCM certification** before their senior high school year.

Realignment Task #3

"Improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer to four-year institutions of higher education."
Dr. Liesl Jones, Vice President, Academic Affairs

Talks with the Dean of SASS, the Program Coordinator for Criminal Justice, and representatives from the University of Baltimore continue to create an articulation agreement that will allow graduates of BCCC's Law Enforcement program to transfer credits to UB's Criminal Justice program, giving those students a head start on their bachelor's degrees. Talks with the Dean, along with Professor Darlene Godwin-Lee and colleagues from Workforce continue with representatives from the Baltimore City Public Schools to create an agreement whereby interested high school students can receive their education and certification at BCCC to become qualified schoolteachers of young children and providers of childcare services.

Math faculty will be piloting a new pedagogical course outline in MAT 112, Math for Liberal Arts, based on faculty training from ACUE and using the method of ungrading. Both are outcomes from professional development that faculty received this spring.

Realignment Task #4

"Enter into memoranda of understanding in order to establish student pathways to success with the Baltimore City Public **Schools (BCPSS), institutions of higher education, and employers."**

Dr. Liesl Jones, Vice President, Academic Affairs

Dual Enrollment and P-Tech
In reviewing the course offerings for Dual Enrollment, the Deans will begin to look at if it is possible to credential high school faculty to teach in the Dual Enrollment program.

CTE Pathways
The Dean of BSTEM has been active with the Baltimore Project Lead the Way. To increase dual enrollment tours of several of our STEM programs will be set up in collaboration with Student Affairs with middle and high school students. With the new Dean of SNHP starting on April 1, a review of the CTE program in HIT and SGT will occur to determine if partnerships with high schools can be developed.

Realignment Task #5

"Align the budget of BCCC with realistic enrollment projections."
Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research & Planning

INSTITUTIONAL EFFECTIVENESS, RESEARCH & PLANNING

The Director of Assessment, Director of Institutional Research, Director of Student Accounting, Controller and the Senior Budget Analyst/Coordinator are collaborating with the Student Affairs Leadership Team (SALT) strategic working groups (Enrollment Management, Support Services, Special Populations/Programs, Financial Assistance) to develop short-term, high-impact initiatives in an effort to increase enrollment and retention. Data analysis is provoking the development of strategies to answer, "So what are we going to do about it?". Some efforts include but are not limited to the following:

- Pre-Purge Initiative/Save Our Students to aid with financial literacy and reduce/eliminate dropping students for non-payment;
- Developing virtual and relaunching in-person orientations to provide ease of access to resources;
- Update SALT webpage content and produce printed materials to provide clear communication and seamless access to offices;
- Survey students to better understand the best approaches to communicate;
- Developing internal and external Recruitment Days to centralize College resources; and
- Implement the Banner Financial Aid and Registration Communication Plan which will include training for students, faculty and staff when launching modules of the new system.

Realignment Task #7

"Establish strong relationships with key stakeholders."
Advancement & Strategic Partnerships

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REALIGNMENT TASK # 8

*"**Develop and market a brand for BCCC."***
Advancement & Strategic Partnerships

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Employee Recruitment
The college has opened recruitment for an Assistant Director of Content Strategy in support of leveraging communications among all communication platforms and vehicles.

Enrollment Materials

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The department worked with the Division of Student Affairs to model and procure a list from the College Board of 2022 PSAT/SAT students for the purpose of developing a marketing plan and communication flow to develop a pipeline of interest in BCCC from Baltimore City schools. Additionally, quotes were obtained to mail viewbooks and Welcome letters to the 20,000+/- high school students on the new list. This is the beginning of a more extensive plan to develop student interest that will include digital advertising delivery using custom list advertising via Facebook and Instagram.

Dual Enrollment Brochure
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Website Billboards
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Branded social campaigns were developed for Facebook, Instagram, and Twitter in support of Summer and Fall 2022 enrollment, academic programs, and online Student Engagement and Student Affairs events.

Office Hours Signage
The College is reviewing posted departmental hours to install new door and window signage.

Summer and Fall 2022 Marketing Campaign Launch
The College launched a sustained digital advertising campaign to target demographics in Baltimore plus 20 miles and supports Summer 2022 and Fall 2022 Semester course registration and admission. Two sets of advertisements were developed, including a Summer Semester campaign advertising no cost tuition, fees, books and book shipping costs and a fall enrollment campaign. The campaign encompasses Facebook, YouTube, Instagram, Google, and Twitter. Additional bi-weekly emails will support campaigns for Summer and Fall 2022.

Bus and Elevator Wrap Signage Contract Renegotiation
The College completed a renegotiation of bus and elevator wrap contract agreement with Vector Media, providing the College bus and elevator signage contracts through the end of 2022. New Summer Session and Fall Semester campaign signage will be installed using these new advertising vehicles.

Website Highlights

- The College continues to make edits that improve the Website user experience as related to streamlined design and use of photography while also investigating longer term CMS platform solutions. To-date, more than 80 pages have been reformatted to improve the user experience, with numerous additional pages slated for reformatting.
- The college continues to replace and promote programs, enrollment, and events on website billboards to drive engagement and information.
- Additional efforts to implement photography on landing pages continues, including CAN/GNA, English Language Services, Community Health Worker, Student Services, Pay for College, and Commencement landing pages.
- Additional Information to Know content is being placed on the website in support of the Arts.

Commencement
The College continues to develop and finalize plans for the Seventy-Third Commencement including development of the Commencement Program, graduate participation billboards and form registration, volunteer communications and form registration, the 2022 Commencement Ceremony & Ceremony Script, room, and stage layouts, and plans for a comprehensive social media campaign. Additionally, plans are being developed with Mind in Motion to develop a live feed of the commencement ceremony followed by editing of the footage to create a 2022 Commencement Ceremony video to be placed on YouTube.

Rebranding

- Redevelopment of a Career Pathways brochure used by Admissions, Workforce Development, and other departments.
- Research is being completed to place outdoor billboards on I-83 and I395 during football season.
- Research is being completed to place advertising in Eastpoint Mall that supports enrollment growth.
- The college continues to price promotional items to restock supplies for recruitment.
- Financial Aid “Banner” launch billboards and social posts have been developed.

REALIGNMENT TASK #9

"Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable."
Mr. Michael Rading, Chief Information Officer

The College maintains a GREEN status from the State's Department of Information Technology (DoIT). The Project Team continues to meet bi-weekly with the DoIT's Oversight Project Manager for the College to provide project updates and exchange ideas. The College also continues to provide official monthly 'Health Assessment' reports to the State which provides details on monthly project activities, including milestones, deliverables and spending. President McCurdy and the Cabinet receive regular project updates.

Despite adjustments to the internal module go-live dates, the project is still scheduled to be completed by December 2022 as originally scheduled. Student records that included academic history information validations were completed in the new production Banner system. This was a key prerequisite ahead of planned work to prepare for additional modules in the ERP implementation.

The Human Resources department began using Banner to manage employee records on April 1 (the Financial Aid Module has been in use since February 28). Employee files were exported out of the legacy system, imported into Banner and validated to ensure all data was correctly translated into the new system after the migration. New employee records are being added to the Banner system.

The ERP Executive Steering Committee (Cabinet representation) continues to meet every Friday to review outstanding ERP-related actions items that have been assigned to their respective functional areas to ensure deliverables are being completed in a timely manner. Lessons learned from the work done for the Financial Aid and Human Resources modules are being incorporated into future phases of the ERP implementation. Feedback from training sessions is being captured and shared for incorporation into future engagements to ensure training better reflects user needs. More working sessions are being held with cross-functional teams to discuss and work through challenges that emerge. There is a focus on data mapping for upcoming modules e.g. student registration to ensure that information from the legacy system is correctly translated and reflected in Banner.

REALIGNMENT TASK #10

"Develop or sell all unused or underutilized real estate, including the Inner Harbor Site."
Office of the President

The College and DGS have awarded the design contract regarding the Bard Building to the civil engineering firm of RK&K for $282,591.90. The contract award is on the 4/27/22 Board of Public Works agenda for approval.

REALIGNMENT TASK #12

"The Board of Trustees shall review, and if necessary, revise the BCCC strategic plan."
President McCurdy & Cabinet

ALIGNMENT OF PLANNING & ASSESSMENT

ASSESSMENT

The Office of Assessment meets weekly with the Deans to continue assessing the current assessment process, plan assessment initiatives for the current semester, and develop the academic assessment timeline that will serve as the framework for assessment activities in the Academy. This month, roles and responsibilities at the course and program level were clarified and tentative dates selected for assessment milestones and professional development. Assessment will be a priority focus during the May Institutional Days, specifically the learning outcomes data that is collected in TracDat.

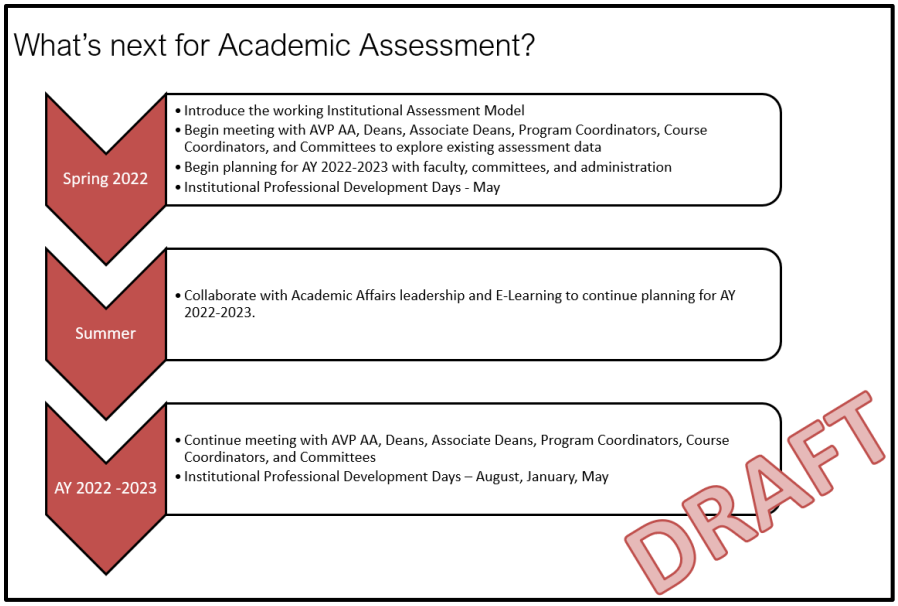
Nuventive (TracDat) Assessment Platform

The Office of Assessment continues to evaluate the TracDat platform and existing data. Reports are being generated for each program and general education course sequence. These will serve to facilitate upcoming professional development on the TracDat platform as well as program-level meetings with Deans, Associate Deans, and Faculty Coordinators. The Office continues to pursue a program from Nuventive for Administrator and End-User training.

Peer-to-Peer Faculty TracDat Training

The School of Business, Science, Technology, Engineering & Mathematics (BSTEM) hosted the first of a series of faculty-led peer-to-peer training on the TracDat assessment platform. Professor Nur facilitated the training by guiding faculty through the process of submitting course-level learning outcomes data. The Offices of Assessment and E-Learning supported the training with technical assistance and participation in Q&A. So far, the training has increased engagement in the TracDat platform. The Office of Assessment has received an increase in requests to update programs and provide technical assistance within the platform.

The first faculty lab session will take April 22, 2022. Additional planning and academic & non-academic assessment training will occur May 16-20, 2022 during the College's end-of-year professional development days. The following schedule highlights "What's next" for spring 2022, summer 2022 and planning for the next 2022-2033 academic year.



Working Institutional Assessment Model

The Office of Assessment continues to develop the working Institutional Assessment Model to capture the non-

academic services that support students. Non-academic assessment will be guided by the standards set by the Council for the Advancement of Standards in Higher Education (CAS). The Office of Assessment is working with the Office of Procurement to obtain a subscription to the CAS Standards and begin developing the framework and performance indicators that will facilitate non-academic assessment.

BCCC
Baltimore City Community College

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE

TAB 11 | Active Search Listing

BCCC Baltimore City Community College

IR Active Search List As of April 12, 2022

Div	PIN #	Position	Oversight	Date posted	Status 4/12/2022
AA	66682	Assistant Professor of Nursing-Mental Health	Dr. Liesl Jones	11/10/2020	Resumes forwarded to Vice President
AA	81697	Assistant Professor of Nursing-Adult Medical/Surgical	Dr. Liesl Jones	3/12/2021	Resumes forwarded to Vice President
AA	66743	Assistant Professor of Microbiology	Dr. Liesl Jones	3/15/2021	Resumes forwarded to Vice President
AA	66808	Assistant Professor/Program Coordinator for Biotechnology	Dr. Liesl Jones	12/1/2021	Resumes forwarded to Vice President
AA	67006	Director of the Academic Success Center	Dr. Liesl Jones / Becky Burrell	12/8/2021	Resumes forwarded to Vice President
AA	66715	Associate Dean of School of Arts & Social Sciences	Dr. Liesl Jones	2/21/2022	Resumes forwarded to Vice President
AA	66811	Assistant Professor of Dental Hygiene	Dr. Liesl Jones	4/1/2022	Resumes forwarded to Vice President
SA	66948	Director of Testing & Accommodative Services	Becky Burrell	5/15/2020	Resumes forwarded to Vice President
SA	TBD	Assistant Vice President of Student Affairs	Becky Burrell	10/19/2021	Resumes forwarded to Vice President
SA	66689	Coordinator of Veteran Services	Becky Burrell	11/1/2021	Resumes forwarded to Vice President
SA	66844	Financial Aid Advisor/ Work Study Coordinator	Becky Burrell / Saleem Chaudhry	11/30/2021	Resumes forwarded to Vice President
SA	74211	Academic Coordinator, TRIO Student Support Services Program	Becky Burrell / Dr. Leslie Jackson	1/19/2022	Resumes forwarded to Vice President
SA	76821	Director TRIO Upward Bound Math & Science Program	Becky Burrell / Dr. Leslie Jackson	1/9/2022	Resumes forwarded to Vice President
SA	67005	Office Specialist	Becky Burrell / Sharon Stoddord	2/9/2022	Resumes forwarded to Vice President
SA	66831	Senior Financial Aid Specialist	Becky Burrell	2/11/2022	Resumes forwarded to Vice President
SA	66908	Vice President of Student Affairs	Dr. Debra McCurdy	3/7/2022	Resumes forwarded to President
SA	66924	Student Success Advisor	Becky Burrell	3/11/2022	Resumes forwarded to Vice President
SA	TBD	Special Programs Coordinator	Dr. Debra McCurdy / Aaries Reed	3/18/2022	Resumes forwarded to President
SA	66991	Director of Admissions	Becky Burrell	4/4/2022	Resumes forwarded to Vice President
ASP	67013	Senior Accountant- Foundation	Eileen Waitsman	5/12/2021	Resumes forwarded to Oversight
ASP	66686	Vice President of Advancement	Dr. Debra McCurdy	7/23/2021	Resumes forwarded to President

ASP	**76586**	Assistant Director of Content Strategy	Michael Berends	2/4/2022	Resumes forwarded to Oversight
ASP	**76586**	Director of Community Outreach & College Relations	Dr. Debra McCurdy	4/4/2022	Resumes forwarded to President
WDCE	**73965**	Director of Business Development Services	Michael Thomas	11/12/2020	Resumes forwarded to Vice President
WDCE	**66861**	Maintenance Supervisor	Michael Thomas / Kate Zurlage	4/21/2021	Resumes forwarded to Vice President
WDCE	**66769**	Police Officer II	Michael Thomas	7/28/2020	Resumes forwarded to Vice President
WDCE	**72346**	Master Electrician	Michael Thomas	9/7/2021	Resumes forwarded to Vice President
WDCE	**76566**	Director of Division Operations & Services	Michael Thomas	1/26/2022	Resumes forwarded to Vice President
WDCE	**66967**	Assistant Director of Capital Projects	Michael Thomas / Kate Zurlage	3/7/2022	Resumes forwarded to Vice President
WDCE	**81701**	Police Supervisor	Michael Thomas	3/23/2022	Resumes forwarded to Vice President
WDCE	**TBD**	Building Construction Supervisor	Michael Thomas / Kate Zurlage	3/24/2022	Resumes forwarded to Vice President
WDCE	**TBD**	Police Officer III	Michael Thomas	4/11/2022	Search is Open
A&F	**66916**	Assistant Director of Human Resources- EEO & Compliance	Charles Hall	4/16/2021	Resumes forwarded to AVP
A&F	**66879**	Assistant Vice President of Finance & Administration	Dr. Debra McCurdy	6/8/2021	Resumes forwarded to President
A&F	**82344**	Accounts Payable & CPC Manager	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
A&F	**66757**	Senior Accountant	Eileen Waitsman	11/9/2021	Resumes forwarded to Oversight
A&F	**66740**	Vice President of Finance & Administration	Dr. Debra McCurdy	12/15/2021	Resumes forwarded to President
A&F	**66875**	Accounts Clerk III	Fred Jasper / Patricia Raines	1/26/2022	Resumes forwarded to Oversight
IREP	**66640**	Director of Grants	Becky Burrell / Nicole Deutsch / Eileen Hawkins	2/1/2022	Resumes forwarded to Vice President
OP	**66855**	Director of Government Relations/Special Assistant to the President	Dr. Debra McCurdy	1/18/2022	Resumes forwarded to President
OP	**66963**	Executive Administrative Assistant to the President	Dr. Debra McCurdy	10/13/2021	Resumes forwarded to President
OP	**72082**	Business Systems Analyst-Student Enrollment Systems	Michael Rading	11/8/2021	Resumes forwarded to President
OP	**67002**	Administrative Assistant	Michael Rading	11/30/2021	Resumes forwarded to CIO